



TIME 30

25/09/2025

1:00 PM - 6:00 PM

LOCATION 30

8TH FLOOR, THE NEXUS BUILDING

3B Ton Duc Thang Street, Ben Nghe Ward, District 1, HCMC

# SMART 2025 COMMERCE CONNECT

70 Slots độc quyền dành cho C-level & Founder  
do ByteDance và UpBase tổ chức

Wifi: Inspire Creativity-Guest

Guest Username: 9177702

Guest Password: 795592



# Sự kiện độc quyền dành cho CEO, C-level, CMO, Manager



Cập nhập xu hướng và bức tranh toàn cảnh bài toán tối ưu vận hành và quản lý bán hàng đa kênh



Nắm bắt insight và best practice giá trị từ những Case Study thực chiến



Kết nối với 100+ Lãnh đạo và Quản lý cấp cao ở đa dạng ngành hàng



Trao đổi với các chuyên gia từ UpBase, ByteDance, Lark Suite



Định hình chiến lược chuyển đổi số và mô hình tăng trưởng bền vững



Tiếp cận giải pháp Quản trị vận hành và Quản lý bán hàng đa kênh toàn diện

# CÁC DOANH NGHIỆP & THƯƠNG HIỆU SẼ THAM GIA SMART COMMERCE CONNECT 2025



CÙNG 70+ THƯƠNG HIỆU ĐẦU NGÀNH KHÁC



# Sự kiện độc quyền dành cho CEO, C-level, CMO, Manager



Mr. Đỗ Văn Giang

CEO  
CTCP Công Nghệ UpBase



Mr. Bruce Cheng

Director  
of Lark Partner Enablement, @ByteDance



Mr. Dương Quốc Huy

CTO  
CTCP Công Nghệ UpBase



Ms. Phạm Ngọc Bảo Châu

Tổng trợ lý nghiệp vụ  
Công Ty TNHH Thương Mại Điện Tử  
Gobuy Việt Nam



UpBase là đơn vị eCommerce Enabler cung cấp các Dịch vụ và Phần mềm quản lý bán hàng đa sàn toàn diện, đồng hành cùng Doanh nghiệp phát triển bền vững trên Thương mại điện tử.



Lark Suite là nền tảng làm việc số hợp nhất, tích hợp tất cả các tính năng cần thiết cho một không gian làm việc số của doanh nghiệp được phát triển bởi công ty ByteDance, nhằm hỗ trợ các doanh nghiệp tối ưu hóa hiệu suất và gia tăng tính liên mạch trong giao tiếp và phối hợp trong công việc.



## PHIÊN 1

# The Story Behind ByteDance's Rapid Growth



**Mr. Bruce Cheng**

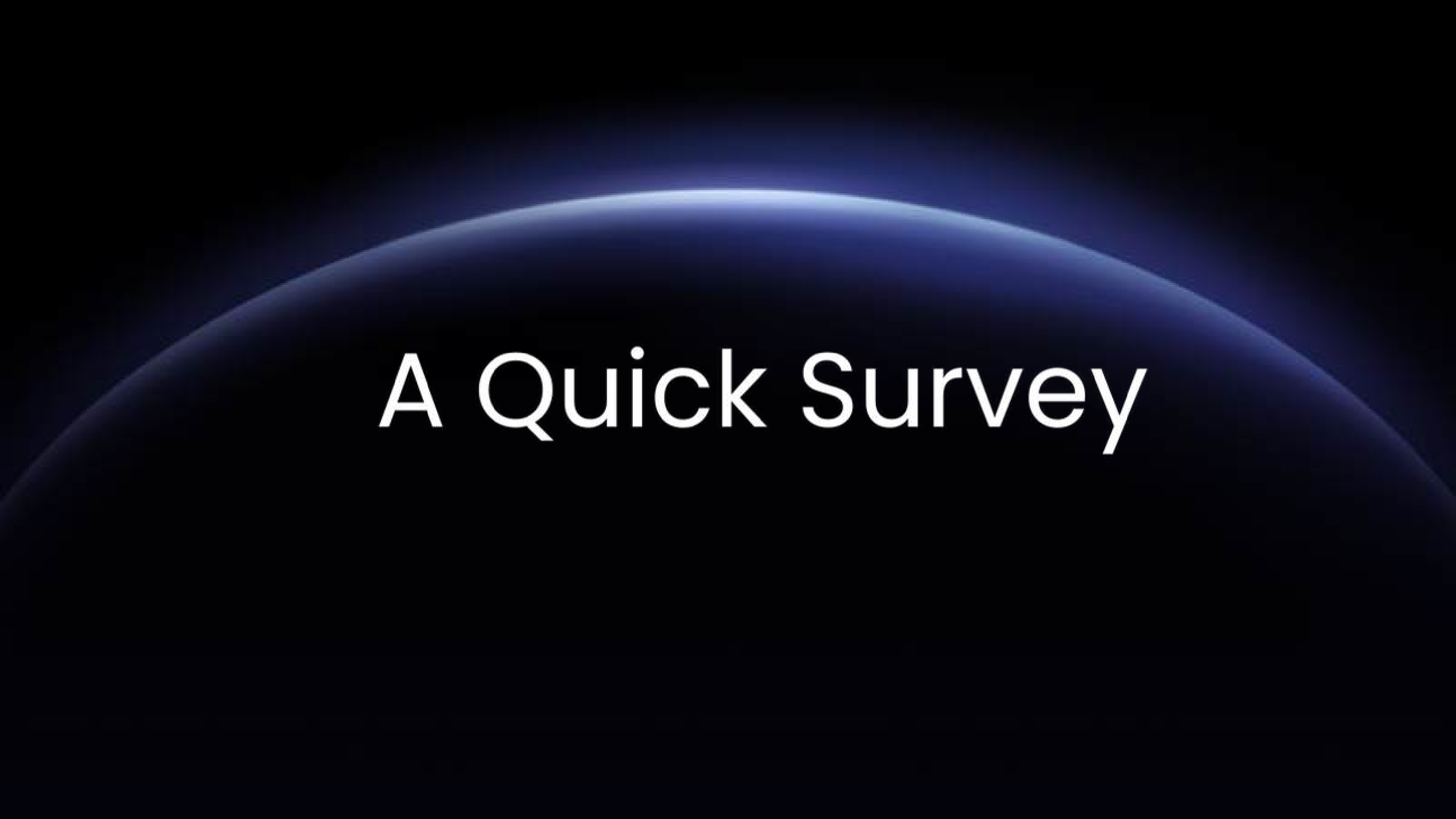
Director  
of Lark Partner Enablement, @ByteDance



# The Story Behind ByteDance's Rapid Growth

Bruce Cheng  
Director of Lark, Bytedance

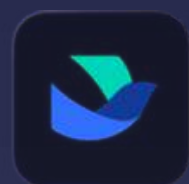


A blue planet horizon against a black background.

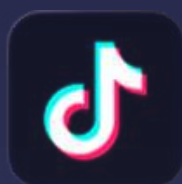
# A Quick Survey



# ByteDance Business Development



Lark



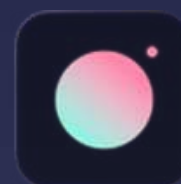
TikTok



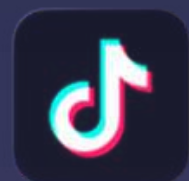
CapCut



Lemon8



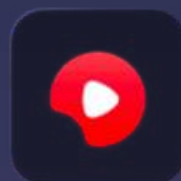
Ulike



Douyin



Douyin  
Volcano



Xigua



DCar



BytePlus

Our Product and Services have been serving  
150+ countries and regions, 2 Billion Monthly Active User

# ByteDance Organizational Development







Zhang Yiming



Liang Rubo







西瓜视频

Anh ấy đến rồi

# The Underlying Logic of ByteDance's Growth

- Empower Talented People to Make Decisions and Overcome Limitations

- Build Policies to Secure the Baseline
- Values and Culture as the Core Foundation
- Utilize Effective Tools for Execution and

Delivery



**1** Management Reflections

**2** Business Reflections



# ByteStyle

- Always Day 1
- Champion Diversity and Inclusion
- Be Candid and Clear
- Seek Truth and Be Pragmatic
- Be Courageous and Aim for the Highest
- Grow Together

*Inspire  
Creativity  
Enrich  
Life*

A man with dark hair and glasses, wearing large black headphones, is shown in profile, looking intently at a screen. He is wearing a grey button-down shirt. In the background, a woman is visible, smiling and cheering with her mouth open. She is holding a large, shiny gold tinsel pom-pom. Another person is partially visible on the left, also holding a similar gold tinsel pom-pom. The scene appears to be a competition or a performance event.

There are only 8 seconds left  
仅剩最后的8秒钟

A Lot Companies Have Culture  
Few Practicing It Well

# Chinese Comedy 'Lost in Russia' to Debut Online for Free After Coronavirus Cancellations (Exclusive)

China's leading movie studios were forced to cancel the holiday release of their biggest movies of the year yesterday after the growing coronavirus epidemic cast a pall over the country's annual Lunar New Year festivities. Now, rising film company Huanxi Media is responding to the setback with a bold but fan-pleasing move: The studio has decided to release its much anticipated comedy tentpole 'Lost in Russia' online for free.

BY PATRICK BRZESKI 📺 JANUARY 23, 2020 6:25PM



Huanxi Media's 'Lost in Russia' HUAXI MEDIA

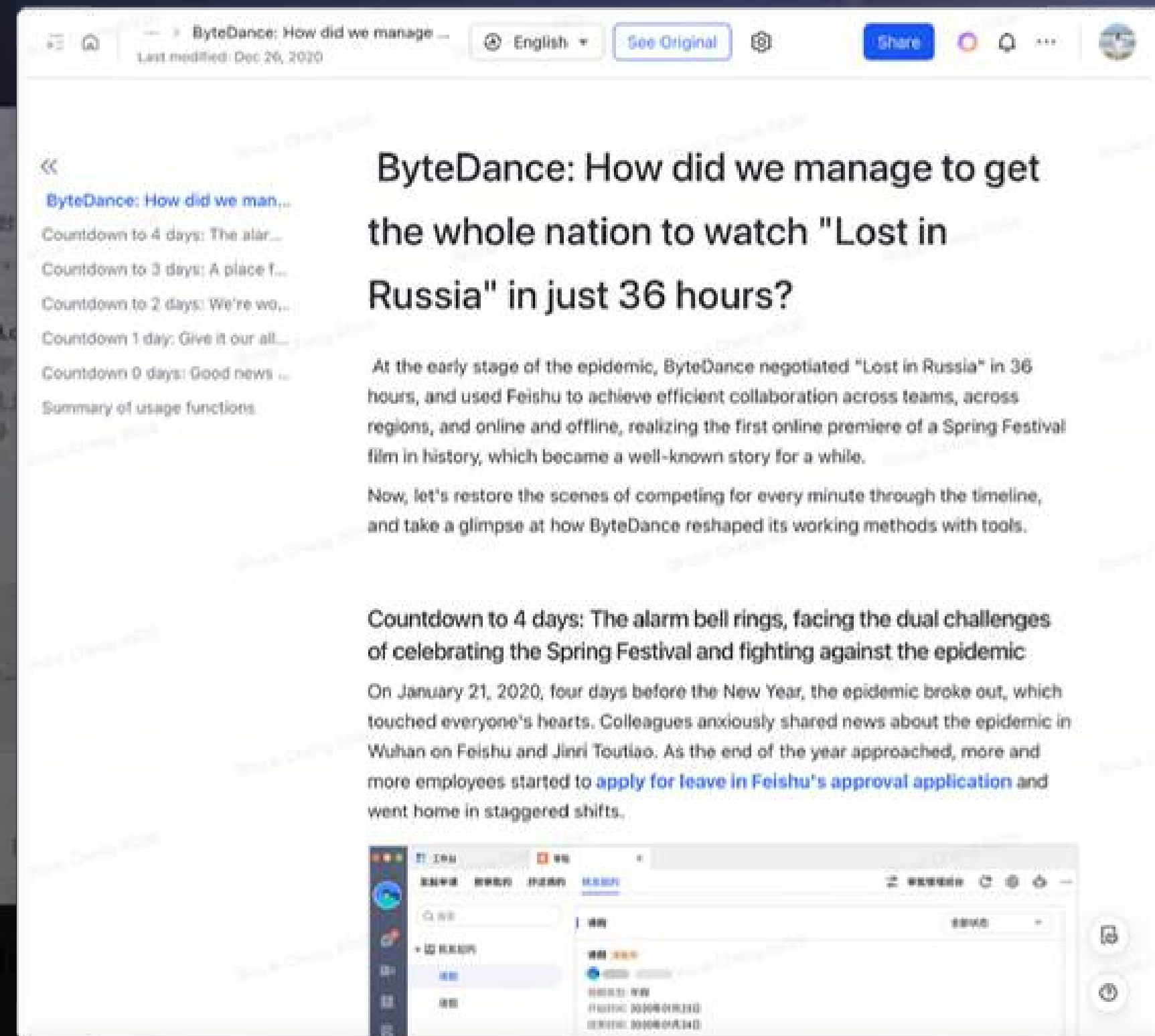
ADVERTISEMENT

## SHOPPING WITH THR



Dua Lipa's Beauty Must-Haves for Tour, the Met Gala and Beyond: "I Can't Live Without Them"  
BY ERIN LASSNER





受疫情影响，春节档票房堪忧，这或许是视频的一个机会？拍脑袋的一个想法，比  
方聊下来合作，武汉地区用户免费线上观  
升用户对长视频的产品感知，顺带做做公

ByteStyle

With Spring Festival box office hit by the  
pandemic, could this be a chance for Toutiao's  
long-form video?

Quick idea: partner with studios to offer free  
online screenings in Wuhan — boost product  
awareness and do some public good.

ByteStyle

张楠 1月21日 14:57

The COVID-19 outbreak is severe and will likely impact the Spring  
Festival box office.

I'm thinking — can we bring theatrical releases to our platform earlier?

1月21日

It's probably a great opportunity to build user awareness: can't go to  
the cinema? Watch blockbusters on Xigua Video.

张楠

受疫情影响，春节档票房堪忧，这或许是头条长视频的一个机会？拍脑袋的一个想法，比如和片方聊下来合作，武汉地区用户免费线上观影，提升用户对长视频的产品感知，顺带做做公益

ByteStyle!



张强 1月21日 14:57

现在武汉肺炎的疫情很严重，大概率会影响春节档的票房，

我在想，我们能把院线电影更早的搬到咱们平台

1条回复

应该是一个比较好的建立用户认知的时机：没法儿去电影院，在西瓜视频看大片



谢东升

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1条回复

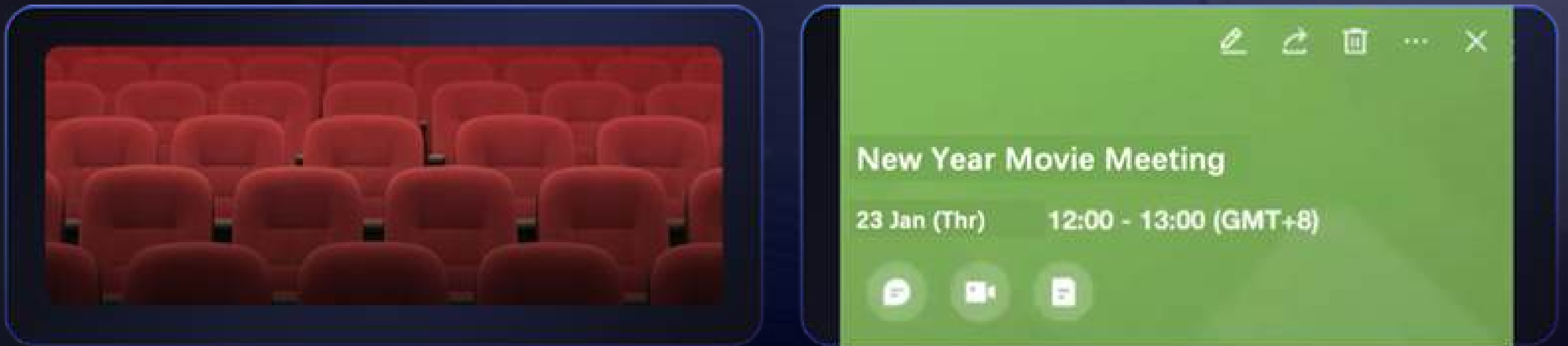
应该是一个比较好的建立用户认知的时机：没法儿去电影院，在西瓜视频看大片



谢东升

# Decision: Do it or not?

## Free or paid?



"The company has made great efforts to fight the pandemic, and we're thinking about what we can genuinely offer to the people across the country. Bringing joy is a right answer."

"Once we know it's the right thing, there's no need to worry about ROI. We're all in — it must get done."

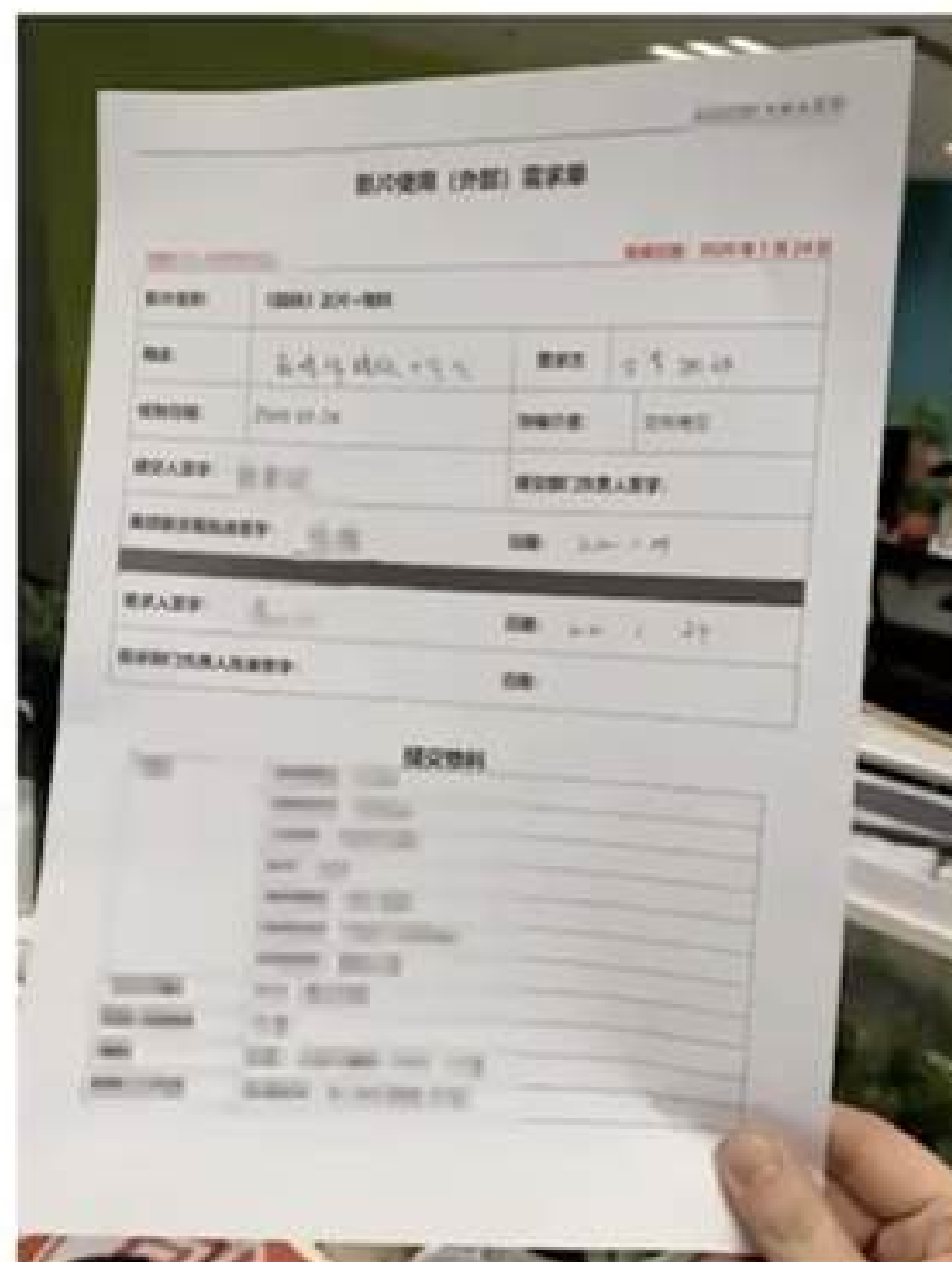
# Within one hour

150+ people were organized through Lark Group and LarkDoc.





# One-night negotiation of a \*\*\*million USD deal

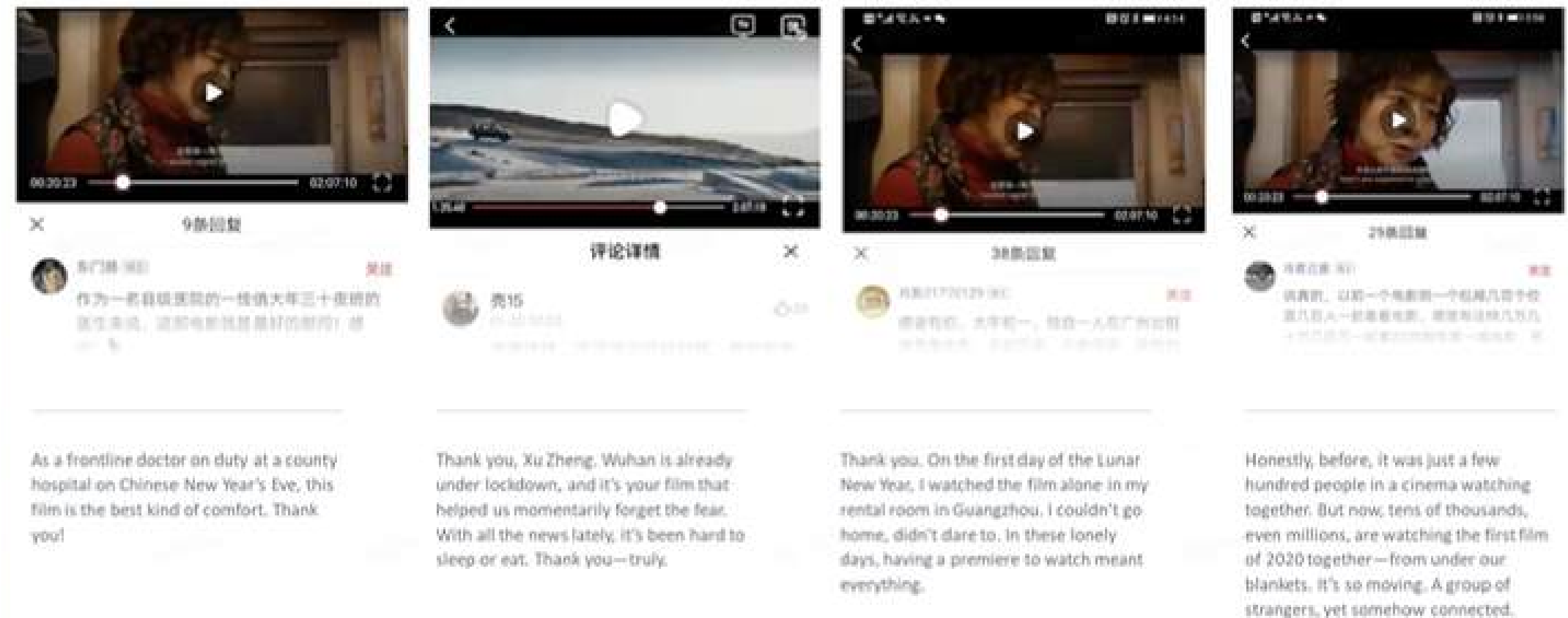


# Official launch: Chinese New Year's Eve, Bytedance Office



# Result: 600 Million Views

## No.1 Hot Topic in Weibo China Version Twitter

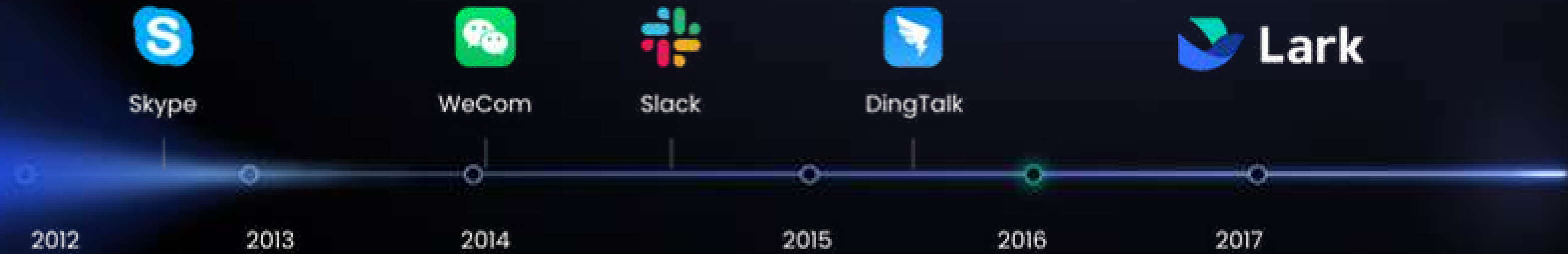


What if it were me?

Beyond courage ,  
all of this requires the support of  
effective tools and daily  
groundwork.



# ByteDance's Collaboration Tool Journey

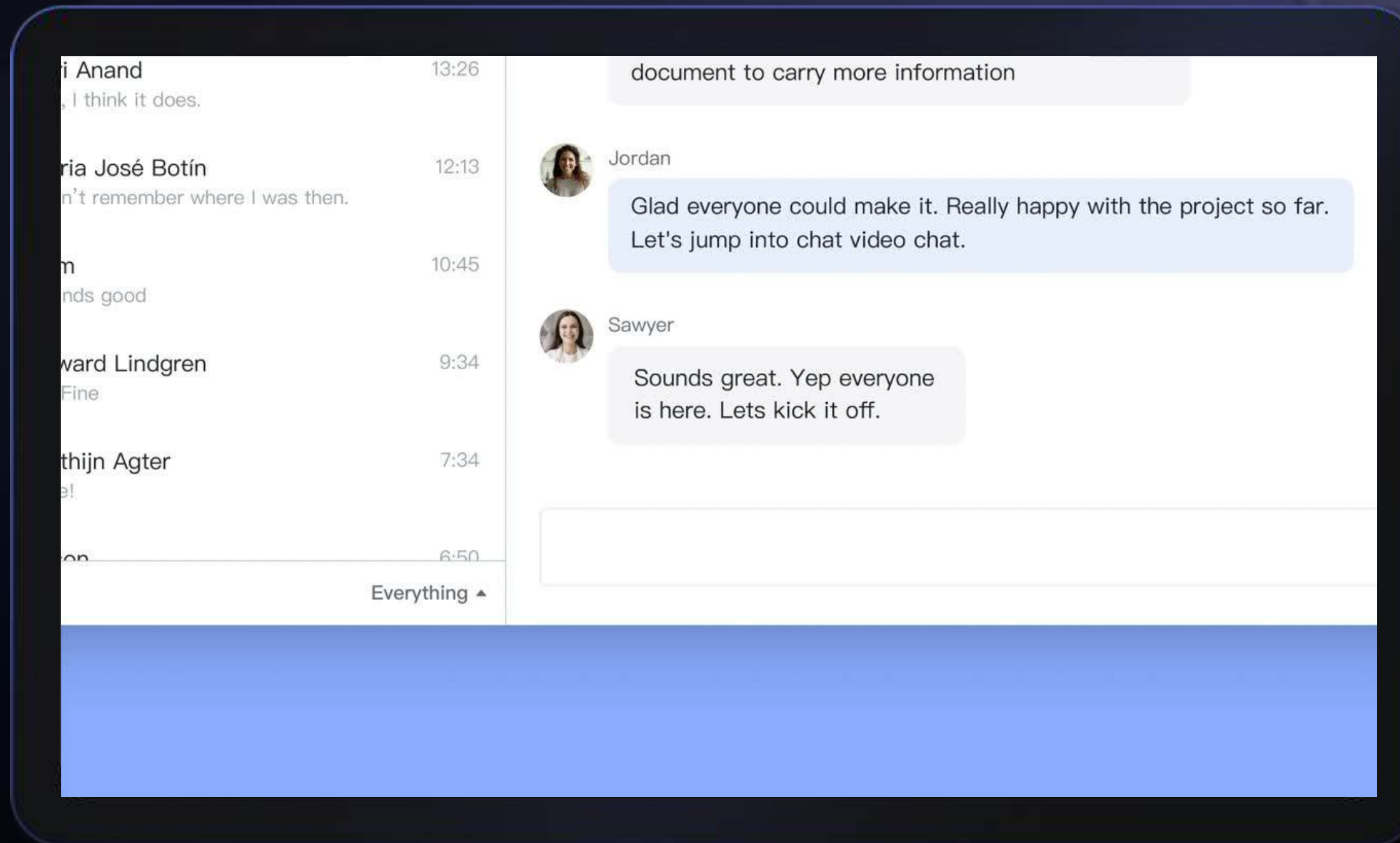


Kicked off in 2016

All ByteDancers migrated to Lark in 2017

Since 2017, positioning and features have been continuously upgraded, including independently developed video conferencing, CoreHR, project management, etc.

# What you need is Lark



How does Bytedance have meetings?

Amazon

## Six Pages Narrative

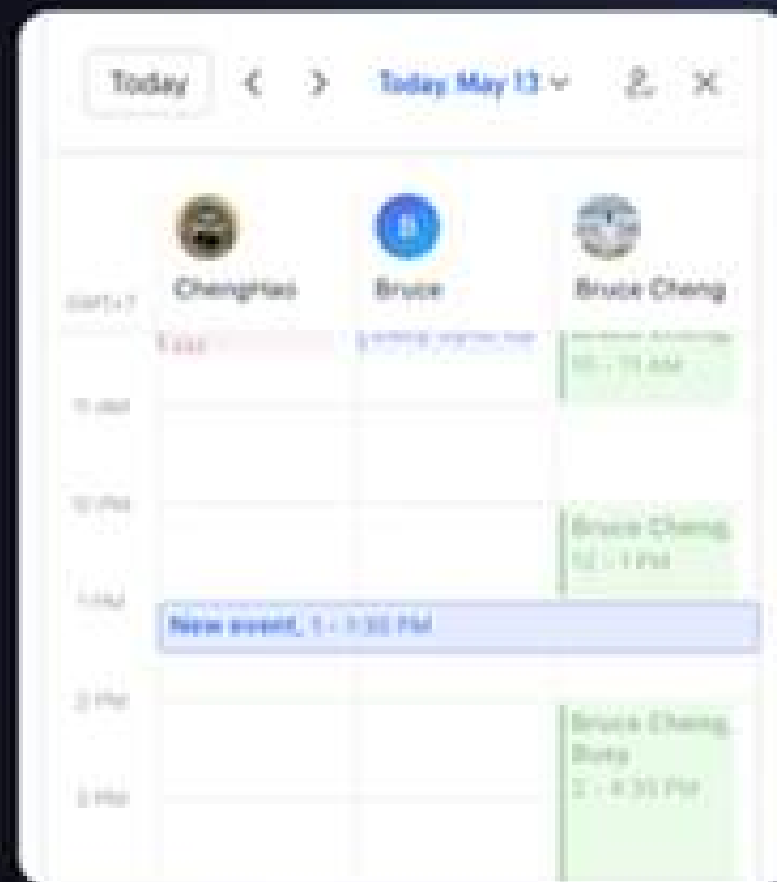
- What we do?
- Why we do it? or What's the problem
- How we do it?
- Validation
- Discussion/Analysis
- Summary



# All-in-one Meetings

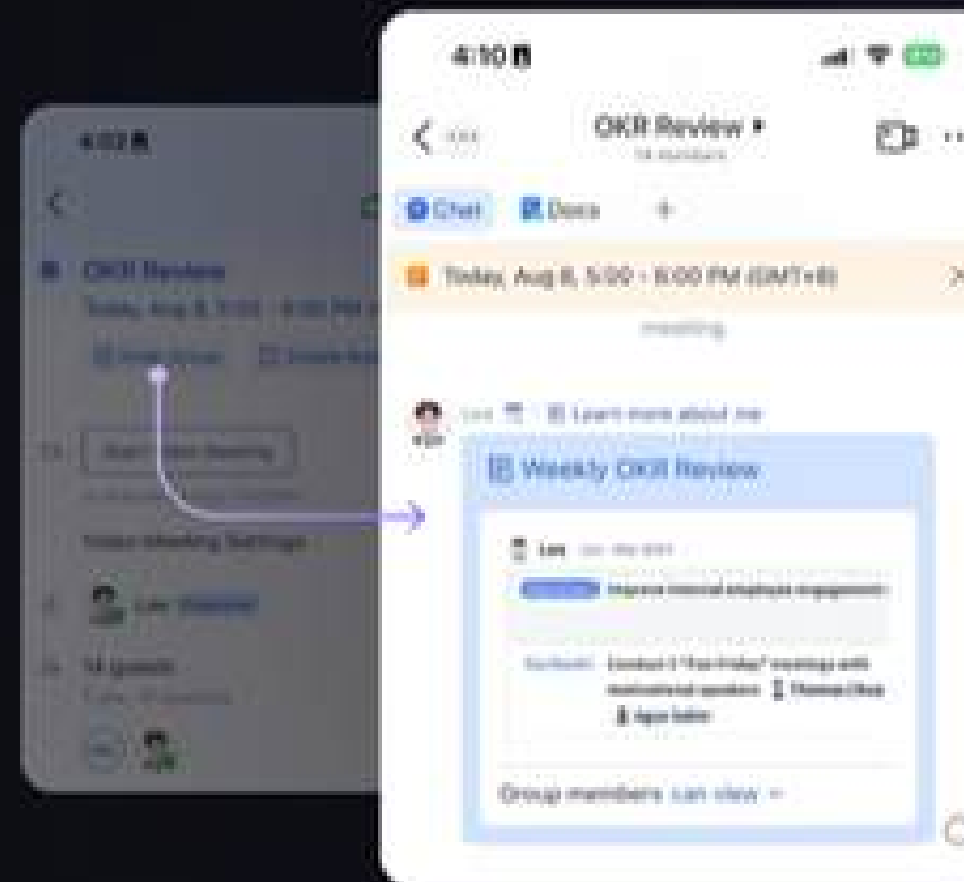
Let people focus on meaningful discussions, strategic planning, idea exchange, and decision-making

Arrange meeting based on attendees calendar



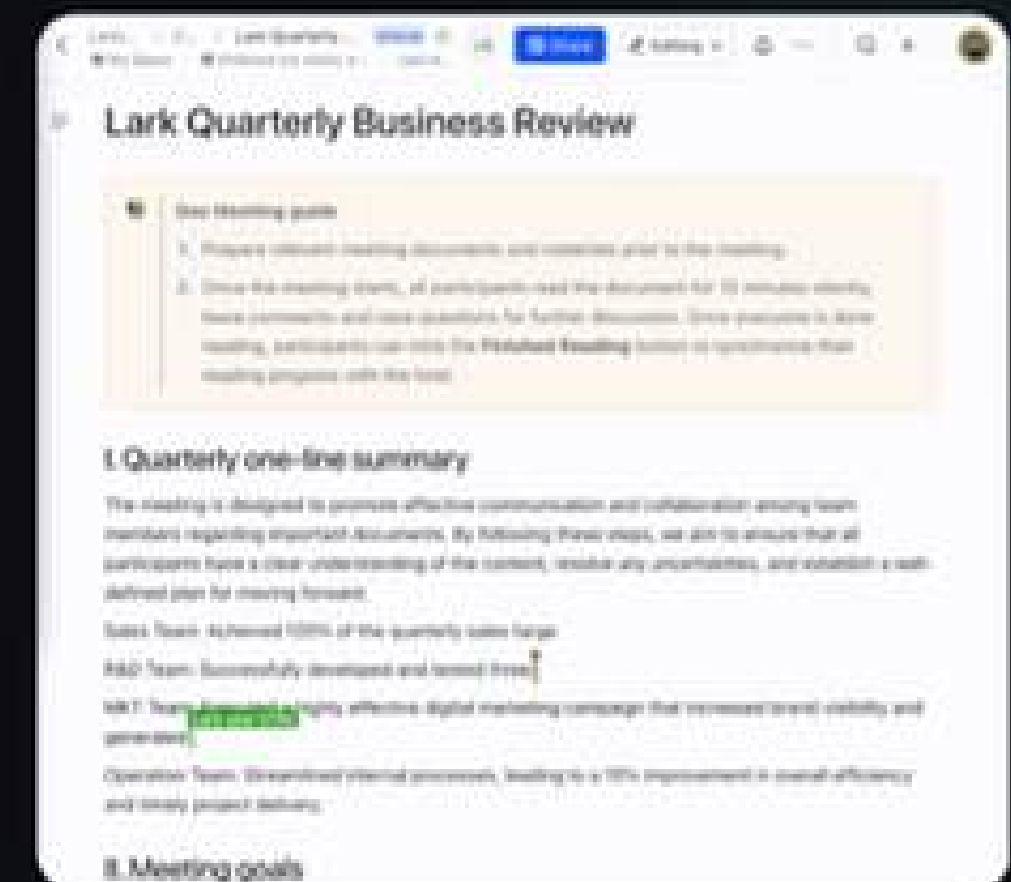
Before Meetings

asynchronous discussion starts in group chat and docs prior to the meeting



During Meetings

Participants can edit the document simultaneously



After Meetings

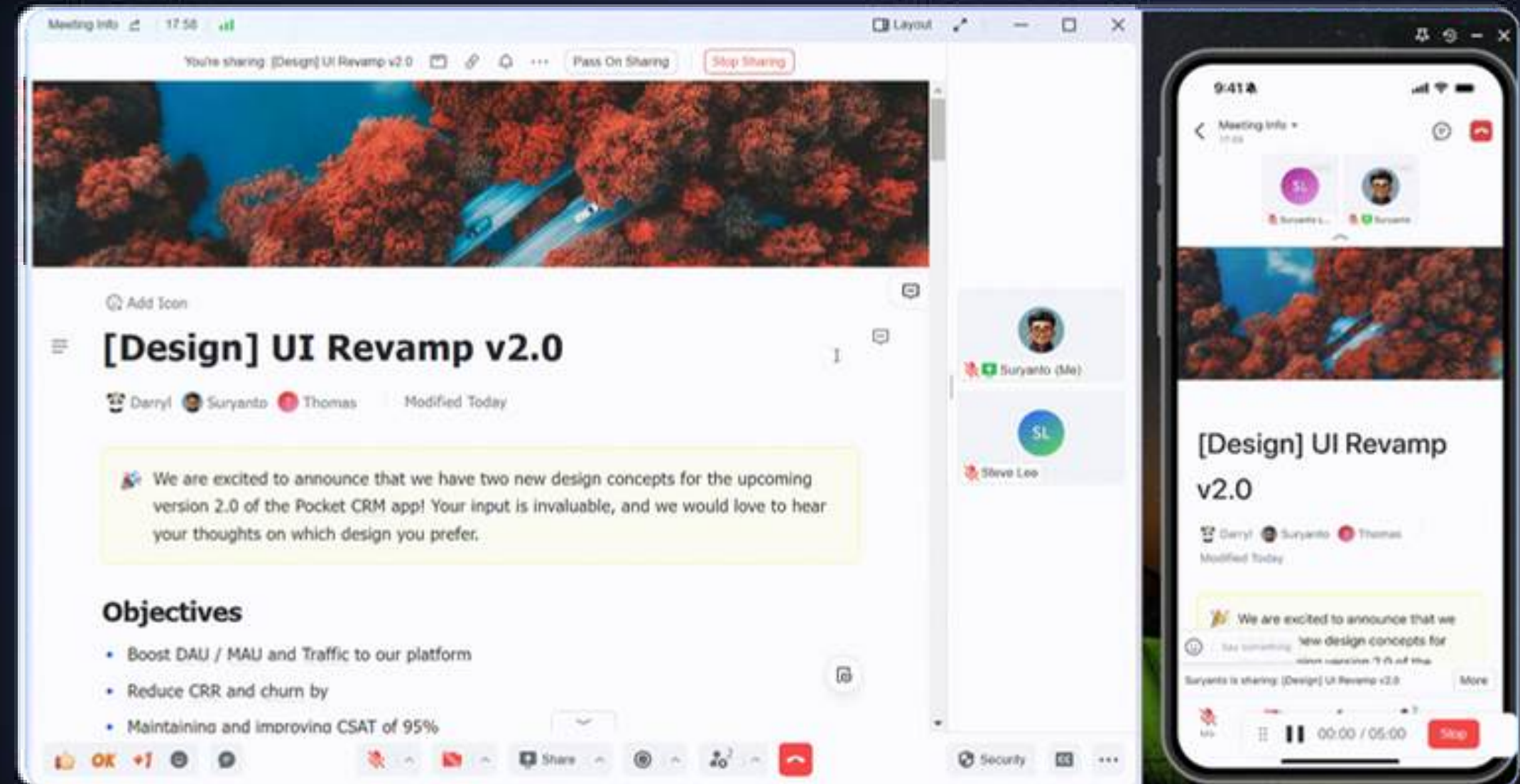


# All-in-one Meetings

Let people focus on meaningful discussions, strategic planning, idea exchange, and decision-making

Use Document Meeting for internal meetings

Instead of  
Powerpoint Presentation



Before Meetings

During Meetings

After Meetings

# All-in-one Meetings



# All-in-one Meetings

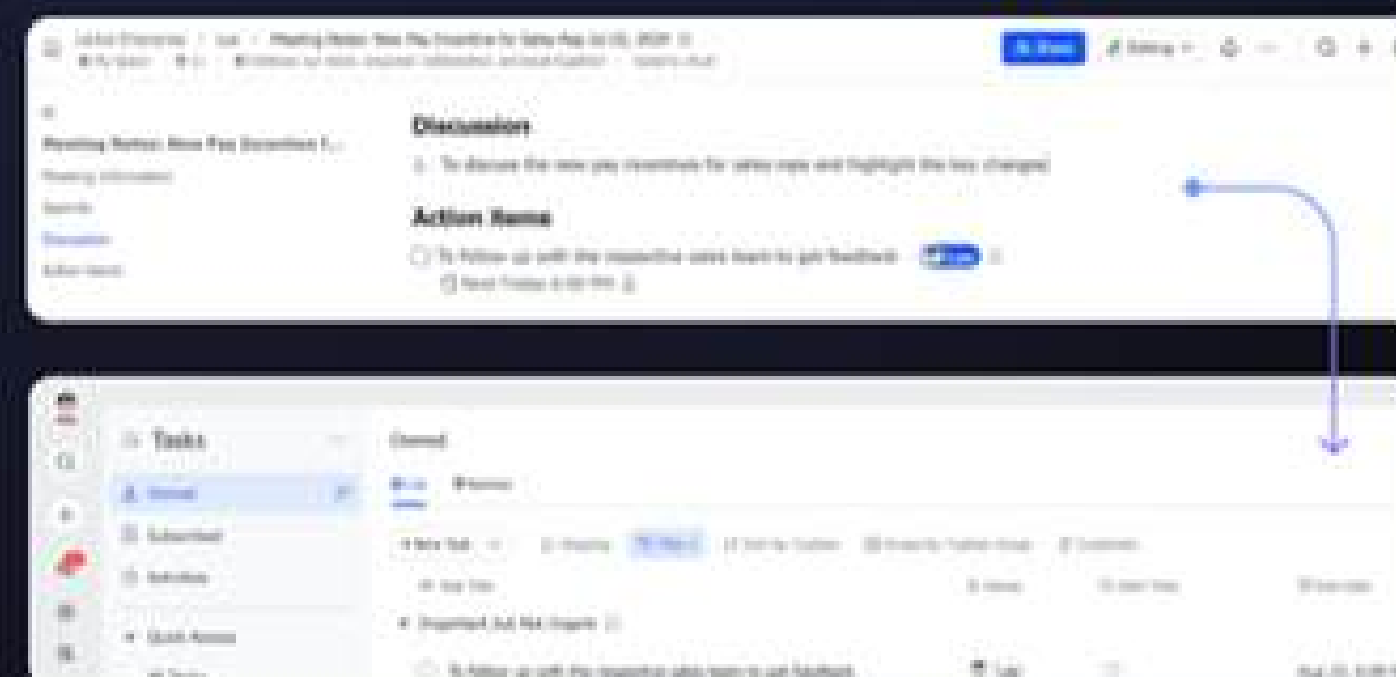
Let people focus on meaningful discussions, strategic planning, idea exchange, and decision-making

After the meeting, AI-powered meeting notes and summary reduce administrative works



Before Meetings

Participants can edit the document simultaneously

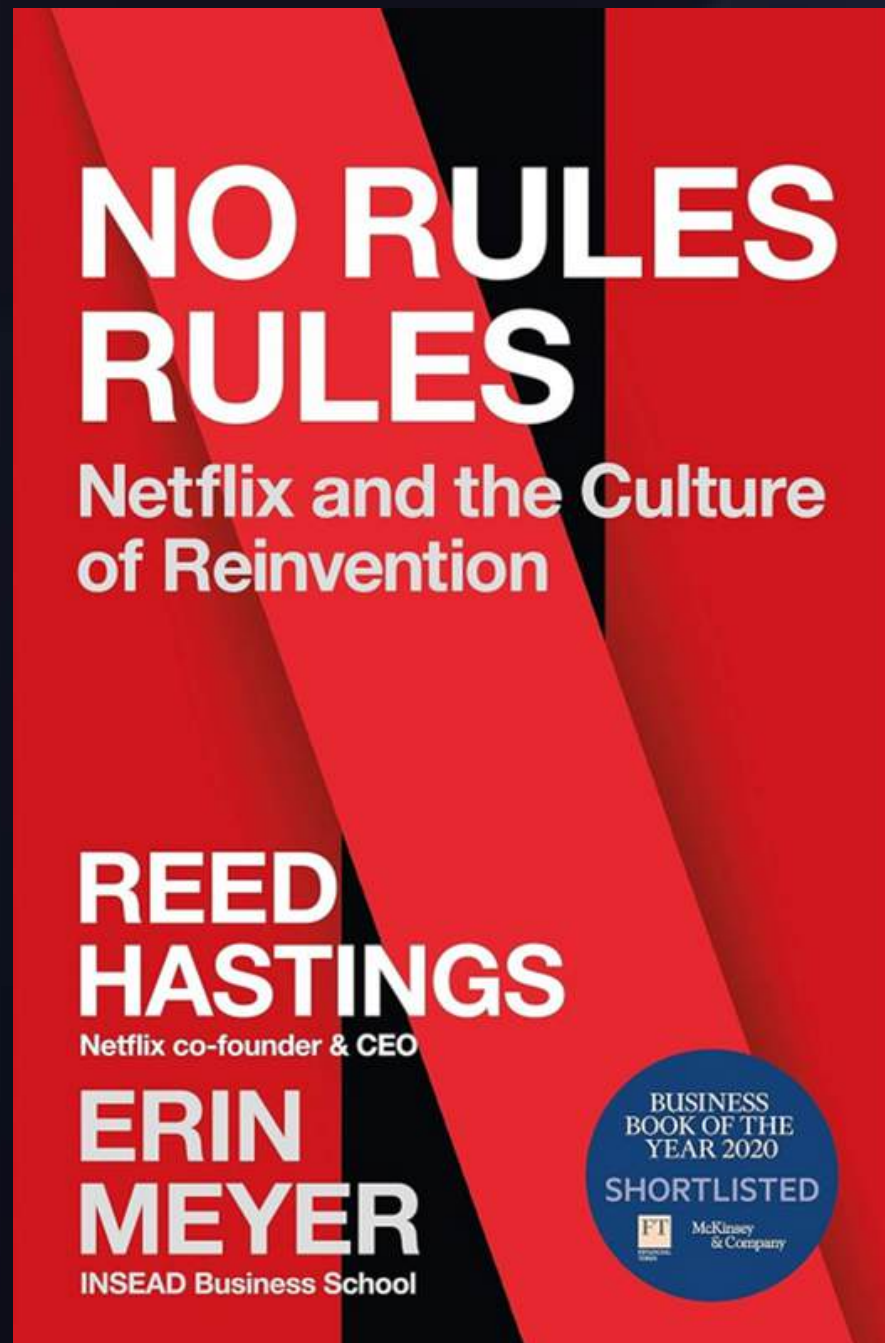


During Meetings

After Meetings

How does Bytedance manage employees?





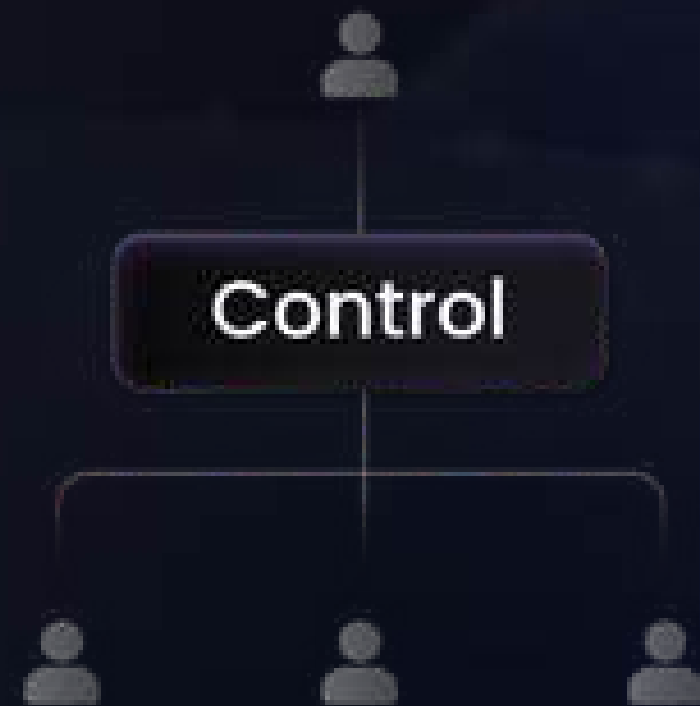
Netflix Culture: Freedom and  
and Responsibility

Hire the best

Create transparent  
work environment



# Context, not control



- Task-driven dynamics
- Fixed roles and responsibilities
- Procedure-centric

- Team-centric approach
- Harnessing collective insights
- Quick, impactful actions

- Scalable solutions
- Engaged creativity
- Informed decision-making



## Rubo Liang

Pragmatic Romanticism

Message

Voice Call

Video Call

About

ByteMoments

Related Entries

Department

Management Office

Workforce Type

Regular

OKR

[View Details](#)

Rubo Liang

<

Apr - Jun 2025

Jan - Mar 2025

04-29

01

KR1

KR2

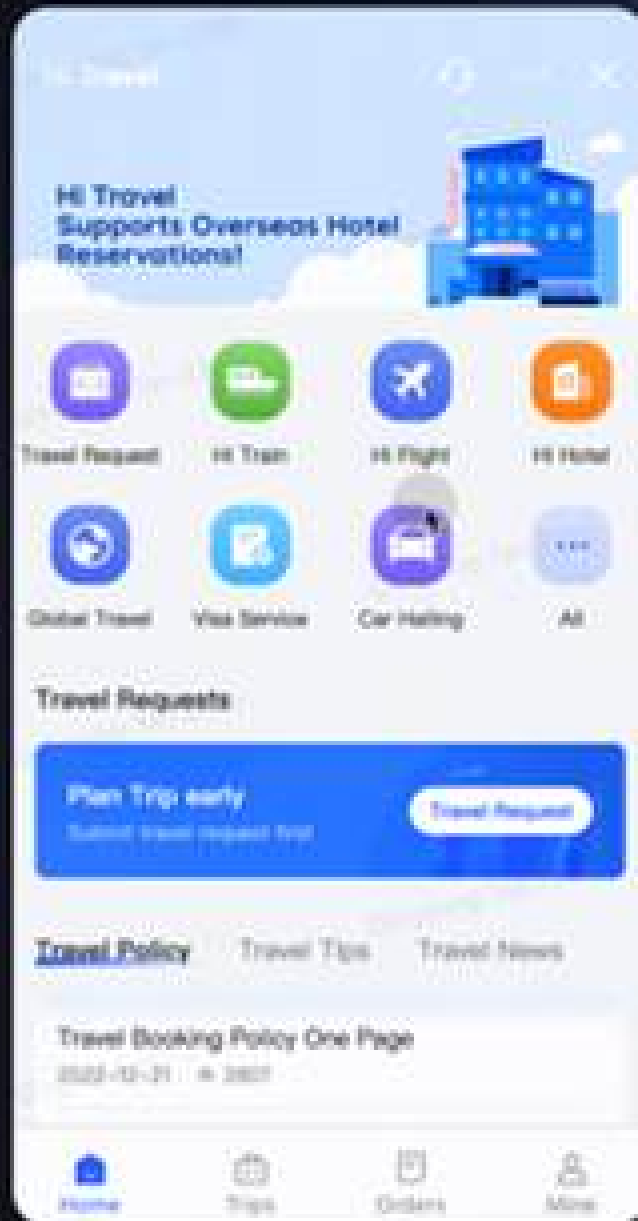
02

KR1

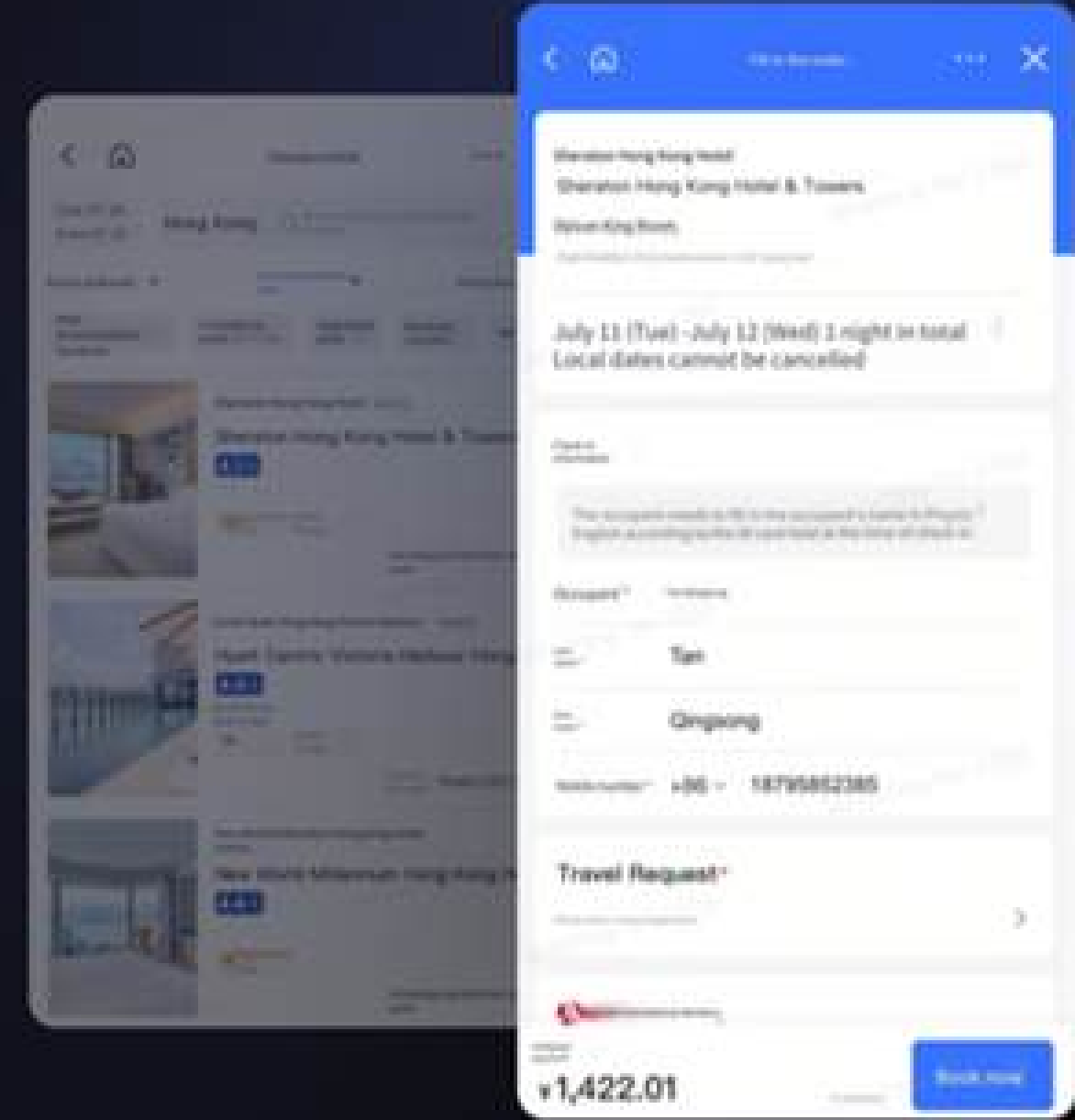
KR2

KR3

# Travel request without approval

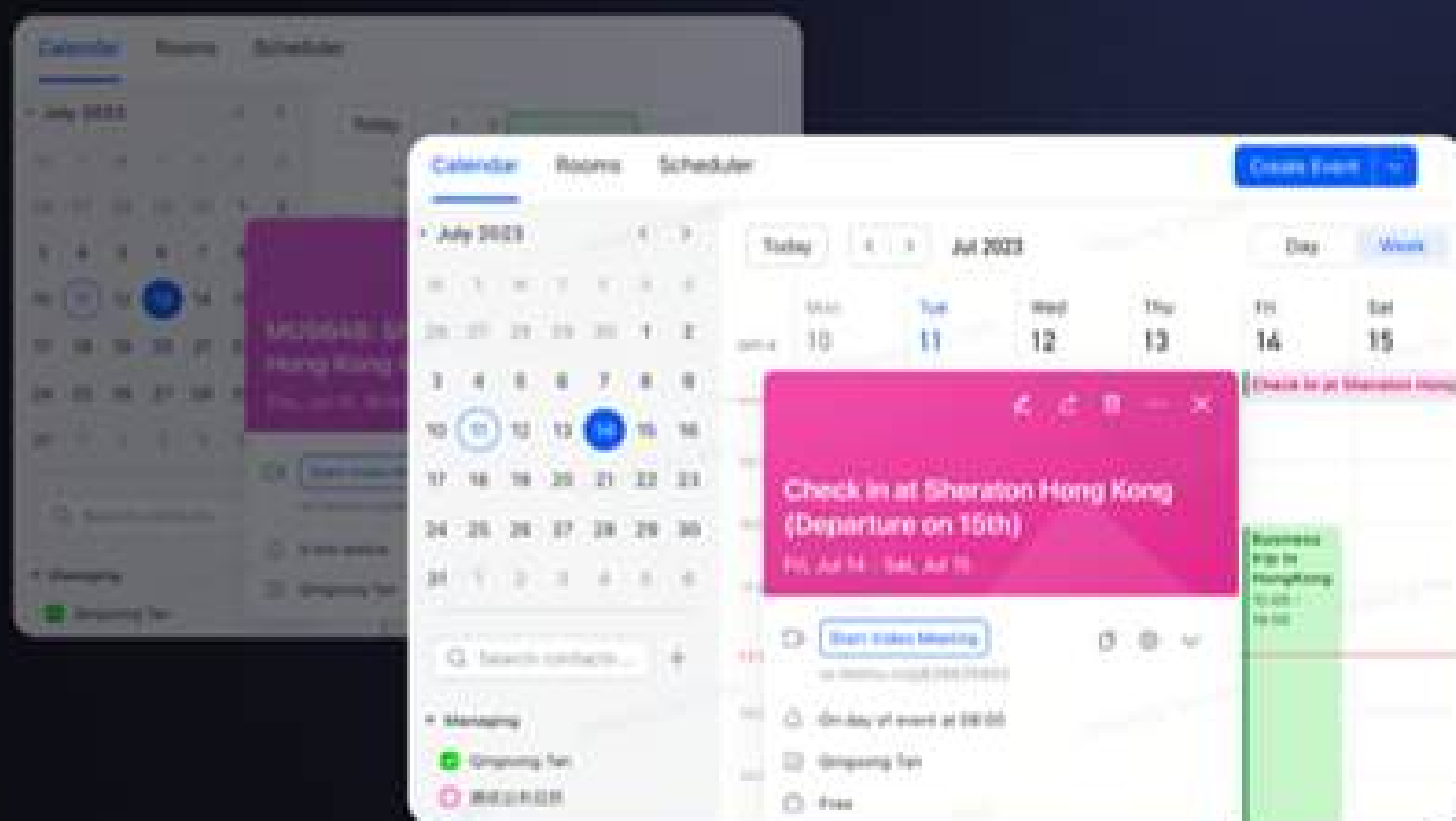


Book everything  
on Lark

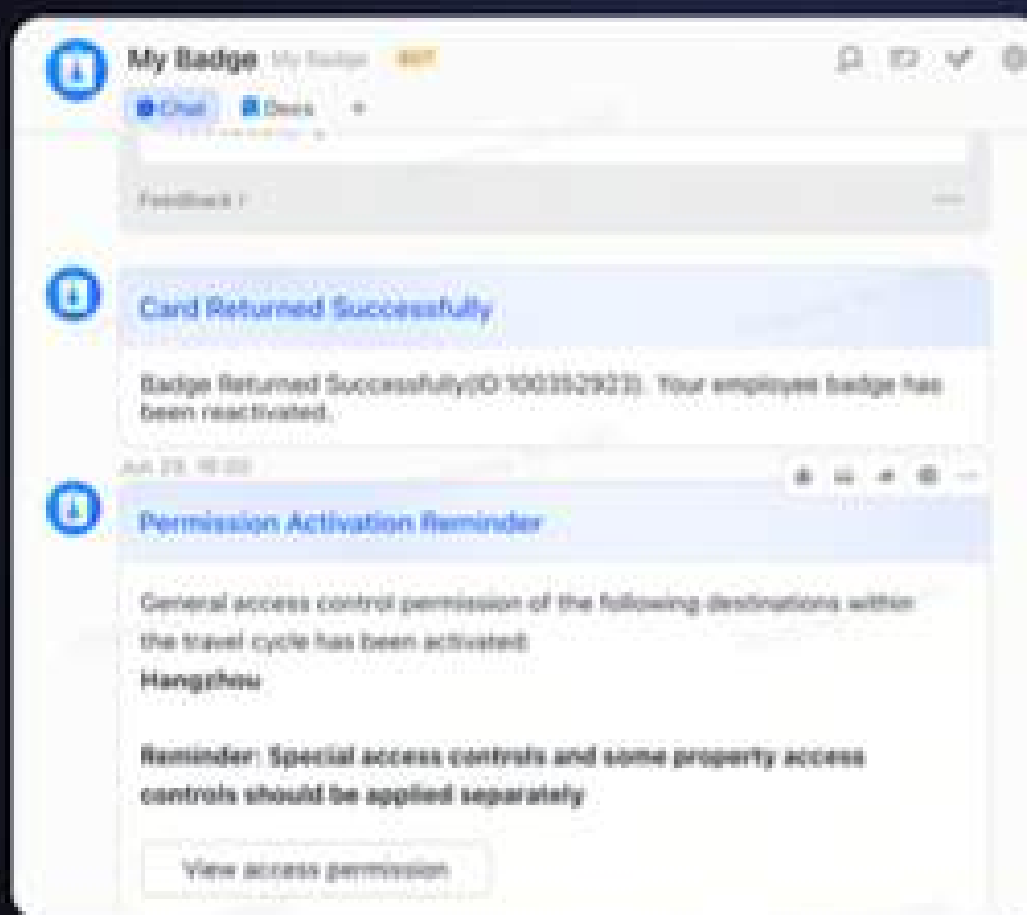


# Enable office privilege automatically

Sync flight schedule on my calendar



Enable office privilege automatically



# Automatic Reimbursement



Li mei

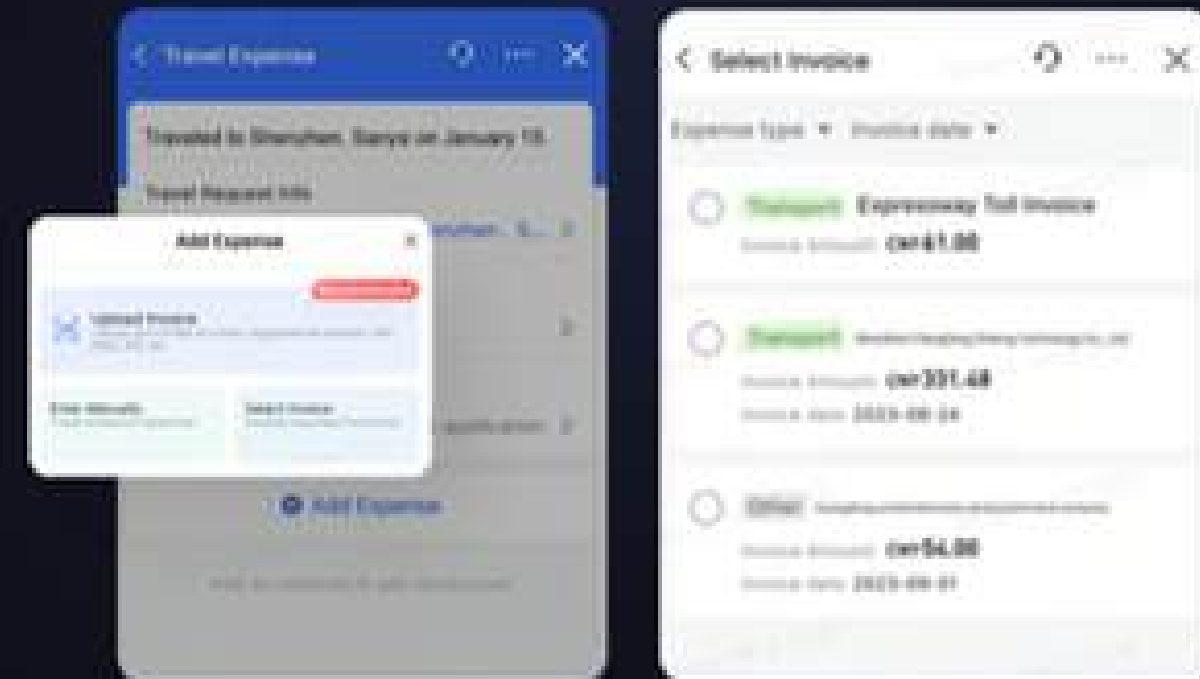
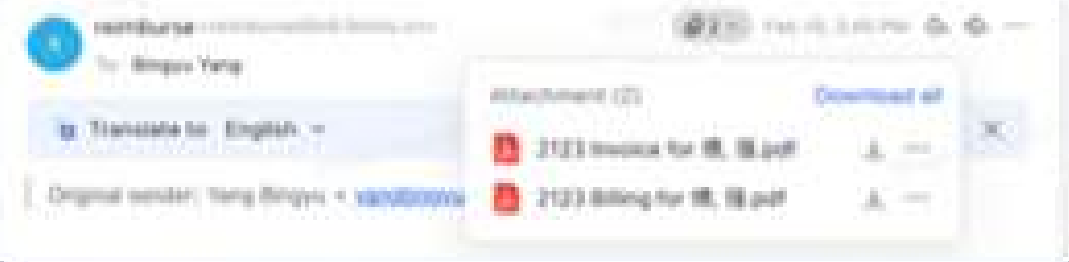
Hotel  
Reception



Kohli

Reimbursement  
system

Forwarding: Sanya Sun Bay Park Hyatt Hotel accommodation invoice and water bill #71086065





1 Management Reflections

2 Business Reflections

On June 9, 2023,  
a small company signed up to  
use Lark.

Back then, nobody knew this company.  
Now, nobody doesn't know this company.

## Goal

We aim to build Artificial General Intelligence (AGI). It could take 2 years, 5 years, or 10 years, but it will happen within our lifetime.

## Culture

Humble and pragmatic corporate culture.

## Talent Philosophy

The average team age is 28.5 years. Projects led by 25-year-old researchers account for 72% of technological breakthroughs.







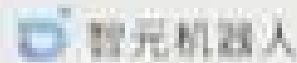
AI创新



工天工AI



零一万物  
01.AI



先进团队  
先用飞书

AI时代生产力平台



We share the same values.  
Build truly useful AI features.

## Buyer's show vs buyer's reality



VS



Lark co-created AI features  
with 258 customers





# AI Meeting





# The No. 1 Best-selling AI Feature : AI Meeting Notes

01:33-36:28 | Bruce Cheng's video meeting [View](#) [External](#)  
Non-convertible clip 21min 56s Redirect to original Minutes

## Customer Profile

- Company Intro:** Wonderful Chemical is a leading manufacturer of Eco-friendly Water-based Fabrics and Shoes Printing Materials, focusing on R&D, production, and sales. Their technology innovation and expertise position them among the top 5 printing material manufacturers.
- Company Size:** 110 employees, with 40 in China and 70 in Vietnam. They plan to use Lark for Vietnam team first and expand for China later on.
- Company Status:** Have been in Vietnam for 8 years but they don't really have any tools for internal management. They are currently using Excel/Microsoft for video meetings, project management, Wechat for tasks assigning and tracking working progress, approval, chat...
- Demo focus:** They care about Sales Management, Project Management, and online meeting, approval
- Meeting Attendee:** CEO and head of departments of HR, IT, Marketing will be joining the meeting.

Speakers (1) Meeting Info

Bruce Cheng 00:01

110 employees, 14 in China and 17 in Vietnam. They don't really have any tools for internal management. They care about sales management, project management, online meeting, approval meeting, attendee, CEO and other C level. So let's begin. So it's really great to introduce Lark for you. It's a the super application for work AI provides all in one platform more football, more efficient.

Bruce Cheng 00:34

Today, my introduction is divided in three parts. First is what is Lark? And second, what can Lark do? And third one is customer story of Lark. I'm not going to detail information in today's page. This is the first meeting we have. And if you want to know something more, I can give you more details in later. And, but at first, I just give you the key points. So my introduction maybe last 15 to 20 minutes.

Bruce Cheng 01:08

So first one, Lark is a product by ByteDance. Maybe you're more familiar with TikTok CapCut, but you should know that Lark is one product like others. And before the ByteDance creates Lark, they have tried Skype, Wechat, a lot of different other tools, but all of that is not good at to fulfill ByteDance sneeze. So they created Lark and Lark helps them to increase. So grows a lot and Lark can roughly equals to Slack plus Google Workspace plus zoom last Monday.

Bruce Cheng 01:51

But it's another one is that it is chat centric. Compare with WhatsApp, Telegram, Lark is much more better. This is a Lark function. You can see chat docs, meeting minutes, calendar, a lot of OKR base, wiki moments, a lot functions. And in the middle, any cross and open platform help you integrate Lark with other third systems, third party system, Workday, Salesforce, Jira, lot of that. There's something that you need to remember and you need to know about Lark. First is it's all in one workspace. And the second is it is chat centric. The third one is that mobile first. Here is a video about what Lark looks like. Meet Mia on schedule, side by piece and edit to what? Work again. Meet Mia. The brand name of Lark in China is called feishu. And in China, Lark got more than 10,000 employer. 10 thousand customers in China.

## AI notes: 07-11 | 2025 APAC Channel Weekly Meeting on Jul 11, 2025

Liz Ma Modified July 11

Title: 07-11 | 2025 APAC Channel Weekly Meeting

Time: Jul 11 (Fri) 09:00 - 09:37 (GMT+08)

Participants:

AI-generated notes might be inaccurate. Please use with caution.

### Summary

#### Model Global Seed v1.0 Result

The meeting discussed the progress of various tasks, updates on partners, webinars, and product features, the main contents included:

- Ben**: Ben will not attend the meeting as he will join China teams QBR.
- Pham Celine's Updates**
  - Partner Works and Telegram Customers**: A draft list of customers was made, and some were visited. Telegram will be back in the Vietnamese market.
  - Deals**: helped close a deal with and there are potential deals with and Bing.
- Ying Tong Lau's Updates**
  - Data Work**: Work is in progress to get accurate data, and it will be done manually before the end of June

# AI capabilities that save time for everyone in the company: **AI Meeting Note.**



He Xiaopeng: I'll write an OKR, count the meeting time, and after the count, HRBP will talk about it. If HRBP can't convince them, the business supervisor will talk about it. In addition, we'll send someone to listen in. What are you guys actually doing?

Journalist: Listening in is too ruthless, isn't it?

He Xiaopeng: Actually, there's no need to sit in on all the meetings anymore. All the meetings are automatically recorded by AI, and we can analyze what you're doing using the backend cloud after the meeting.



5 mins : 400 meeting-inspections

Truly transformed the "full-scale assessment" from a slogan into reality!

### 智慧班组会驾驶舱自然月看板

已开会会议个数

10,754

不合格会议

8

本月会议

优秀会议个数

10,483

合格会议

230

#### 各矿明细表

| 序号 | 本月已开会议总计 | 状态           | 本月会议优秀数量 | 优秀率 | 优秀+合格 | 本月会议不合格数量 | 不合格率 |
|----|----------|--------------|----------|-----|-------|-----------|------|
| 1  | 777      | 马军峪区域-马军峪煤矿  | 763.0    | 98% | 99%   | 2.0       | 0.3% |
| 2  | 1080     | 沁和区域-锦民煤业    | 701.0    | 93% | 99%   | 1.0       | 0.1% |
| 3  | 314      | 沁和区域-九鑫煤业    | 313.0    | 99% | 99%   | 0.0       | 0.0% |
| 4  | 737      | 沁和区域-南园寺煤业   | 721.0    | 97% | 99%   | 0.0       | 0.0% |
| 5  | 871      | 沁和区域-永红煤业    | 861.0    | 98% | 98%   | 2.0       | 0.2% |
| 6  | 708      | 阳泉区域-豆东煤业    | 703.0    | 99% | 99%   | 0.0       | 0.0% |
| 7  | 788      | 阳泉区域-五能煤业    | 781.0    | 96% | 99%   | 2.0       | 0.3% |
| 8  | 947      | 马军峪区域-常信煤矿   | 938.0    | 99% | 99%   | 0.0       | 0.0% |
| 9  | 654      | 马军峪区域-武乡永红煤矿 | 629.0    | 96% | 99%   | 0.0       | 0.0% |
| 10 | 778      | 沁和区域-锦民煤业    | 768.0    | 97% | 99%   | 0.0       | 0.0% |

#### 本月开会会议数量分布



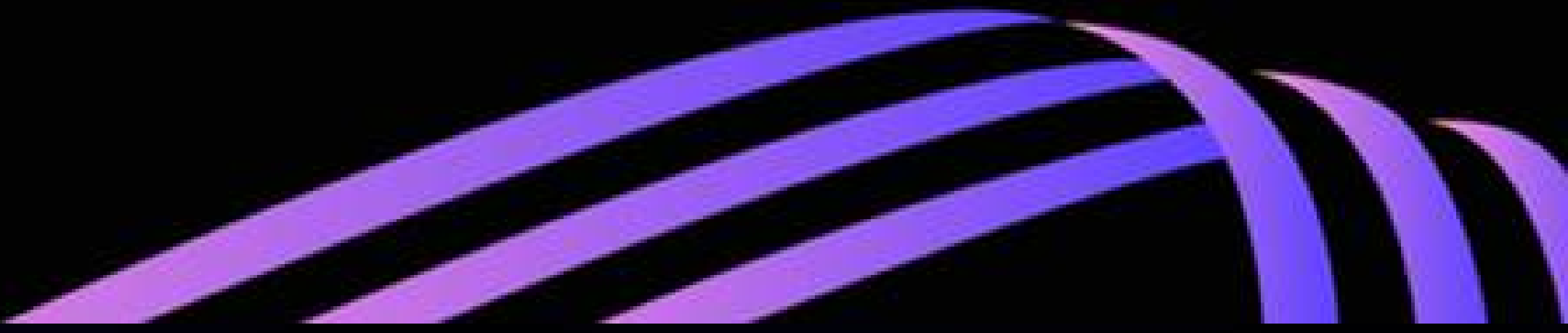


# Meeting-Analysis Templates

Out of the box, for sales  
deal review, project  
progress review, OKR review.



# Knowledge AI





**ChatGPT**



**Lark Knowledge AI**



# Q&A

## A “ChatGPT” that truly understands your business

what materials should i prepare for a f&b industry customer next week

Deep thinking completed

For preparing materials for an F&B industry customer from August 18, 2025, to August 24, 2025, the following key materials are recommended based on enterprise knowledge:

### Industry-specific basic materials

- **Industry one-pagers** : Optimized for mobile view, including [Industry One-pager (F&B) V2.pdf] to quickly introduce Lark's value proposition for F&B customers .
- **Pre-onboarding handbook** : [Pre-onboarding handbook: Quick win with Lark] to guide customers in self-onboarding and using Lark's basic functions .
- **Pitch deck** : [Reinventing Retail and F&B, Redefining Experience-09042025.pptx] for initial customer pitches, which can be customized with industry-specific content .

### Product demonstration and use case materials

- **Demo tenant** : Lark demo tenant for F&B industry, including templates like Store Inspection System, Sales Revenue Analysis, Project Management System, and Store Opening Management to showcase practical applications .
- **Product demo videos** : Videos covering inventory management, revenue management, employee onboarding, and engagement (e.g., [Lark F&B - Inventory Management], [Lark F&B - Revenue Management]), which help visually demonstrate Lark's capabilities .
- **Use case templates** : Templates for common F&B use cases (e.g., SOP communication, sales data reporting, audit processes) with detailed operation manuals, allowing customers to reference and modify them .

### Advanced and C-level presentation materials

- **C-level value presentation** : Materials structured with "before and after" value comparison (e.g., based on 7-11 case), using screenshots and existing templates for quick customization .
- **Industry deep dive documents** : [APAC F&B Deep Dive] and [APAC F&B Deep Dive > Board] to provide in-depth industry insights and Lark's tailored solutions .

### Enablement and follow-up materials

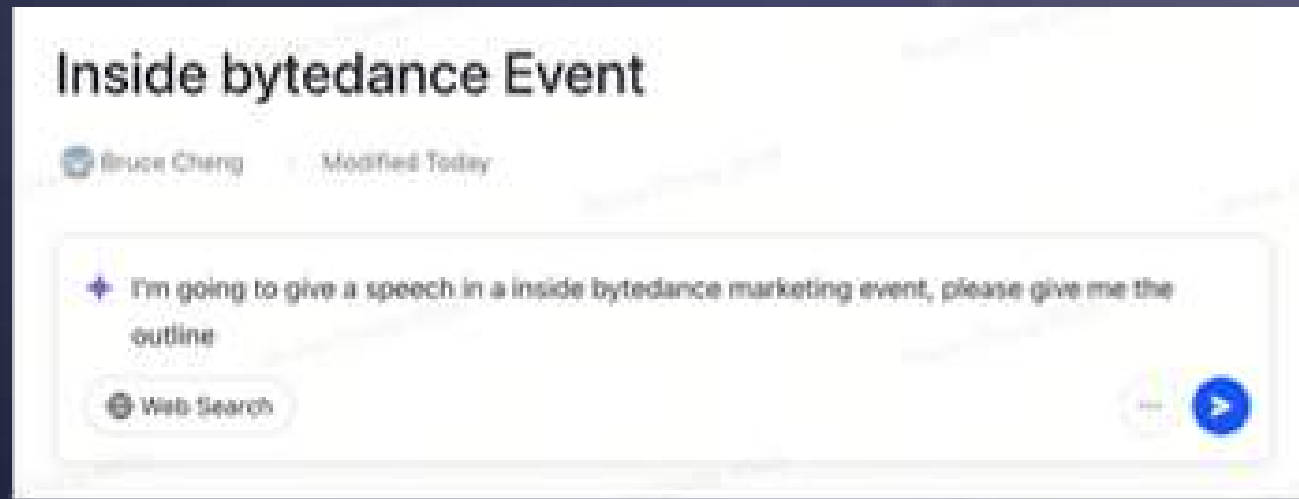
- **Partner enablement resources** : Updated pitch deck ([Lark\_Partnership\_20240815\_v3.pptx]) and partner one-pager (draft) to align with partnership strategies .
- **Client survey and follow-up templates** : [Food & Bev Summit | Seller Follow Up] and client survey results to personalize follow-up communications .

### 16 references found for you

1. [Fresh & Frozen Food Playbook - 2025] [Muhammad (Della) Samudra] 2025-8-20
2. [Meeting transcript: Journey of winning F&B and Retail customers 2025-8-30] [11] [Aryana] 2025-8-31
3. [Lark Partner Knowledge Base - [One Portal for Everything]] [Brock Cheng] 2025-8-19
4. [OTFMCO Matchmaking Top and A&A] [Delfard Ogunbayode]
5. [Food & Beverage Summit 2025 Recap] [Renee Mackenzie] 2025-8-19
6. [Internal discussion of Partner Enablement@J&Aarta]
7. [Lark x BytePlus Internal Sharing] 2025-8-17

# Content Creation

## Use knowledge AI in document creation.



### Inside bytedance Event

Bruce Cheng | Modified Today

#### Yellowfox X Lark Inside ByteDance Speech Outline

- 1. Opening Introduction (14:45 - 14:50)**
  - Welcome all participants to this Yellowfox Inside ByteDance event led by Lark.
  - Briefly introduce yourself and your department (Partner Enablement, ByteDance), expressing your expectations for the event.
- 2. The Rapid Growth Story of ByteDance (14:50 - 15:05)**
  - **Development Journey** : Narrate the key milestones of ByteDance from its establishment in 2012 to the present. Mention how it has grown from a team of 10 to a global workforce of 150,000 in just 10 years .
  - **Key Achievements** : Highlight important accomplishments during the company's development, such as the global influence of its products and user - growth data .
  - **Success Factors** : Discuss the reasons behind the company's rapid growth, like an innovative culture and technology - driven strategies .
- 3. How Lark Empowers ByteDance (15:05 - 15:15)**
  - **Function Integration** : Explain that Lark integrates functions such as chat, video calls, documents, calendars, and workflow automation into one platform and mobile application, enabling work from anywhere at any time .
  - **Efficiency Improvement** : Share real - life cases of how Lark has enhanced work efficiency, such as optimizing team collaboration and simplifying project management .
- 4. Interaction and Summary (15:15 - 15:25)**
  - **Question - and - Answer Session** : Invite the audience to ask questions about ByteDance's growth or the application of Lark, and engage in on - site interaction.
  - **Summary and Emphasis** : Briefly restate the key points of the speech. Re - emphasize ByteDance's development achievements and the important role of Lark. Thank the audience for their participation.

# Knowing Permission



CEO



+New X

How much was spent on airport advertising in 2024?

已完成深度思考 ~

Cumulative airport advertising spend as of September 30, 2024

为你找到 5 篇参考资料

- 1. 2024 年 Q3 Lark 财务季度会
- 2. 审批-OA 采购申请-金额
- 3. 2025 年机场广告规划讨论
- 4. Lark 业务线预算执行情况
- 5. 【会议稿】2024 年机场广告规划 (PPT)



Staff



+New X

How much was spent on airport advertising in 2024?

已完成深度思考 ~

Sorry, no answer was found in the accessible corporate knowledge. However, I found the following for you: In *Everything About Lark Airport Advertising* (updated on Dec 6), an overview was provided of the advertising resources Lark placed in various airports

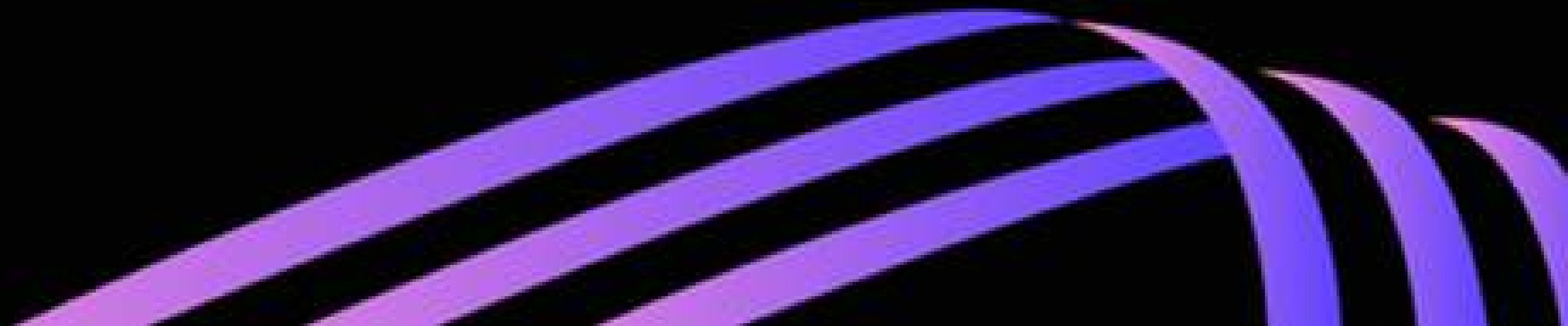
- 1. 王勇与李天天的会议
- 2. 2024 年机场广告规划-初稿 (12月6日)



# **Lark Knowledge AI**

**Knowledge AI will become a new way for  
employees to obtain information.**

**Lark Base AI**





# Lark Base AI Boost Real Business Growth

| Base AI Capability                                                                                                                                                                                                                                                                    |                  |                                 |                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------------------|----------------------------------------------|
| User feedback list   User feedback form   Form 2   +                                                                                                                                                                                                                                  |                  |                                 |                                              |
| Add Record   Customize Field   View Settings   Filter   Group By   Sort   Row Height   Conditional Coloring   Generate Form                                                                                                                                                           |                  |                                 |                                              |
| AI User feedback                                                                                                                                                                                                                                                                      | User attitude AI | AI Customer Service Response AI | AI Customer Service Response (Translated) AI |
| 1. Your smartphones are instrumental in our new media channel operations. The seamless content creation, user-friendly interface, and efficient data sharing capabilities have significantly improved our content delivery and engagement, elevating our overall channel performance. |                  |                                 |                                              |
| 2. Insufficient post-sales support leads to slow issue resolution.                                                                                                                                                                                                                    |                  |                                 |                                              |
| 3. The battery life is insufficient for intensive usage, requiring frequent recharging and causing inconvenience. Spare parts availability for repairs is limited, resulting in prolonged device downtime.                                                                            |                  |                                 |                                              |
| 4. Your smartphones excel in connectivity, technology, and integration, making them ideal for internet-driven users.                                                                                                                                                                  |                  |                                 |                                              |
| 5. Your smartphones are a boon for editors. The high-quality displays, powerful editing tools, and smooth performance enable us to create exceptional content on-the-go, streamlining our editing process and enhancing productivity.                                                 |                  |                                 |                                              |
| 6. I appreciate your company's smartphones. They are reliable tools that enhance communication and productivity on the workshop floor, enabling seamless coordination among team members.                                                                                             |                  |                                 |                                              |
| 7. Inventory management tools need better integration for accurate demand forecasting and meeting customer demands.                                                                                                                                                                   |                  |                                 |                                              |

ChengH Lark Hel Lark GT

Daily Sync up Meeting  
10:30 - 11:30 AM

Base AI Capability BOT 12:41 AM  
Negative Feedback Alert

[Deepseek]Customer Core Team Yesterday  
Deng Feng: I met their CTO Bruce at a marketing event, and I can ...

Billing Assistant BOT Feb 23  
Your subscription will expire soon

ChengHao Feb 20  
飞书链接: [Link]Saigon Wandering in Feb's tail - wip 密码: 2B41#...

Admin Assistant BOT Feb 20  
Meet The New Generation of Lark Base! Multiple applications wil...

ChengHao's Lark Assistant Official Feb 19  
Lark Assistant: V7.36 The logo for Base has been redesigned for ...

Attendance BOT Feb 14  
Removed from an attendance group

Nanyang Yang External Feb 14  
no quote button

Base Assistant BOT Feb 12  
Certification Application Resubmission Notification

[Test x 200] Hackathon 2222 x Lark [ Top... External Feb 19  
Yuxiang Wang left the group.

Account Security Center BOT Feb 12  
Login security notice

Base AI Capability From Lark Base BOT

Negative Feedback Alert

There is a new Negative Feedback, please double check, detail content : the phone is terrible

View Record Details Dismiss

From Base AI Capability

Negative Feedback Alert

There is a new Negative Feedback, please double check, detail content : Insufficient post-sales support leads to slow issue resolution.

View Record Details Dismiss

From Base AI Capability

Negative Feedback Alert

There is a new Negative Feedback, please double check, detail content : The battery life is insufficient for intensive usage, requiring frequent recharging and causing inconvenience. Spare parts availability for repairs is limited, resulting in prolonged device downtime.

View Record Details Dismiss

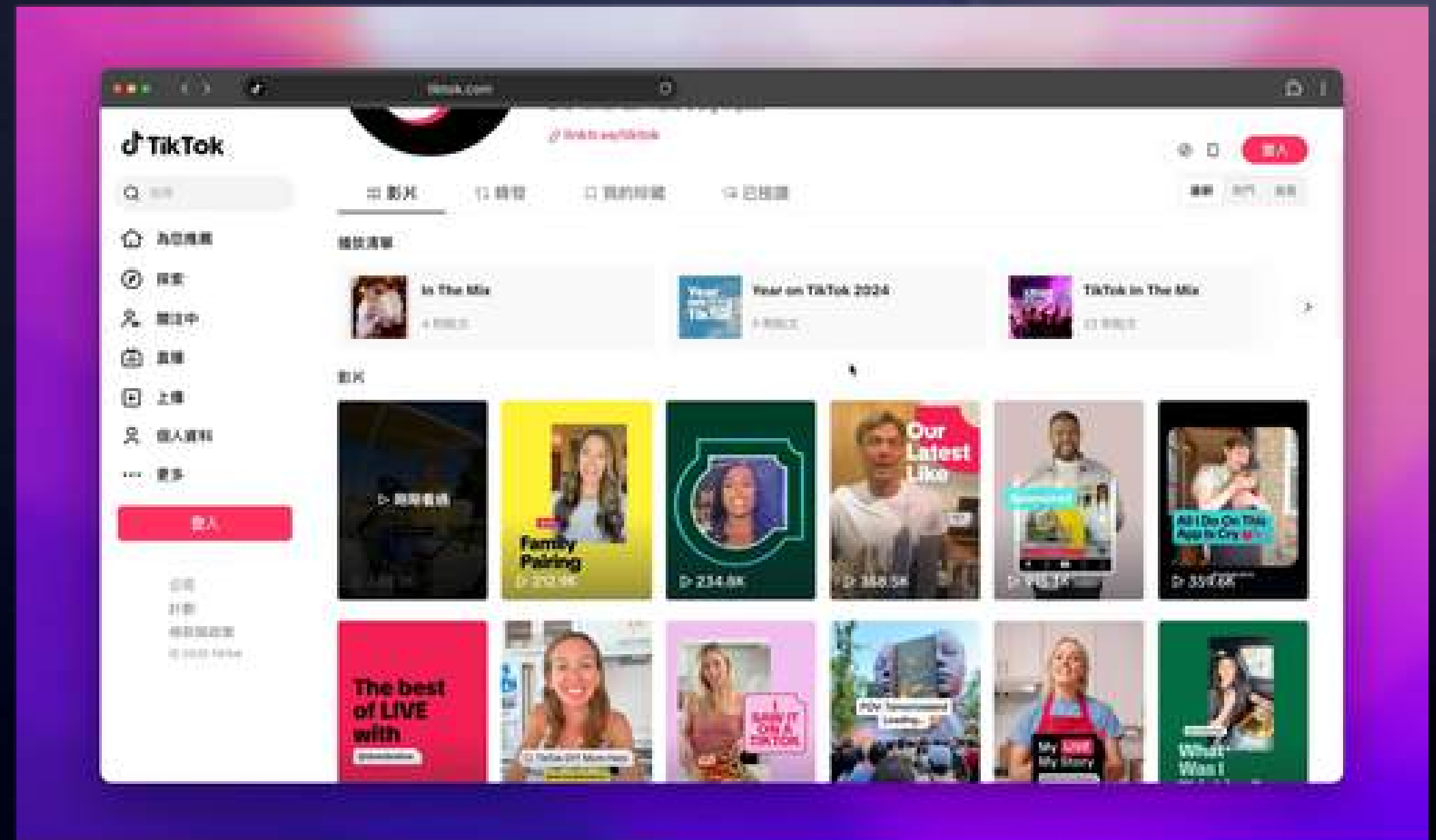
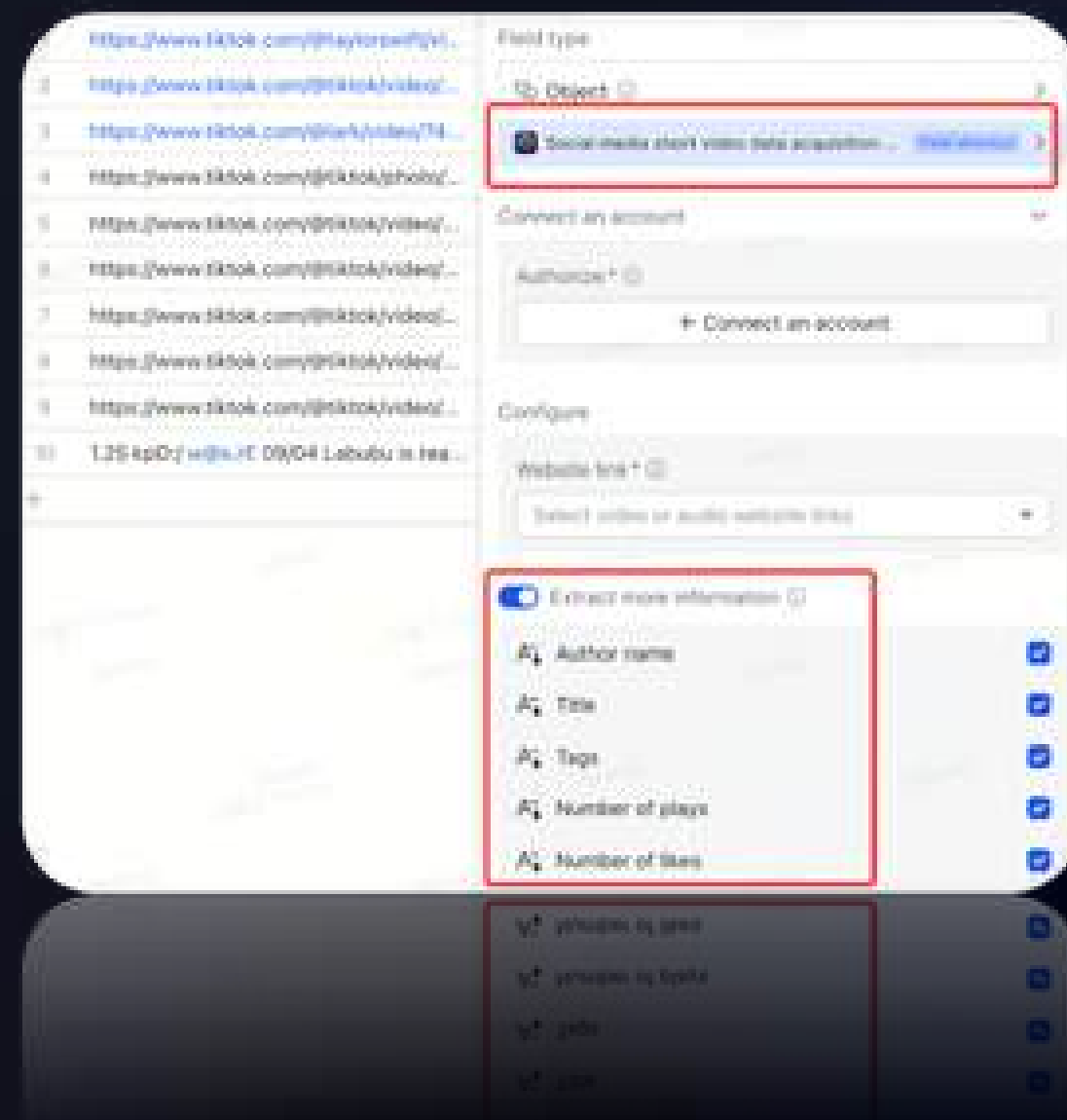
From Base AI Capability

12 new messages



# Base AI Shortcut

## Third Party Shortcuts



# AI-driven Feedback Management: Making Services More Human.



Wang

WangDirector of New Retail of  
Papa Candy

"Lark AI has helped us complete the refined operation of public domain platform evaluation, which can be said to have subverted our traditional way of working, liberated manpower and greatly improved the accuracy of evaluation and analysis, allowing us to find operational problems more efficiently and make changes in time."



1 Automatically synchronize  
multi-platform reviews



2 Lark AI Classification/Marking/Judgment/Generate  
Exclusive Responses

| 选    | 回               | 分                                                                          | 给            | 排 | 行 | 高 |  |
|------|-----------------|----------------------------------------------------------------------------|--------------|---|---|---|--|
| 情感分析 | 评论内容提炼          | AI处理结果                                                                     | 产品型号         |   |   |   |  |
| 好评   | 口味口味 份量价格 环境 +1 | 亲爱的顾客，非常感谢您的评价...                                                          | 吐司小贝、玫瑰乳酪    |   |   |   |  |
| 差评   | 口味口味 份量价格 环境 +1 | 感谢您的评价，我们将对您...                                                            | 芋泥芝士蛋糕吐司     |   |   |   |  |
| 好评   | 口味口味 商家包装问题 +4  | 亲爱的顾客，感谢您的多次购买和五星好评！您的肯定是我们最大的荣幸，我们会持续不断地提升自己，提供更好的产品和服务，祝您生活愉快，期待下次再为您服务！ | 榴莲酥吐司        |   |   |   |  |
| 差评   | 口味口味 份量价格 环境 +1 |                                                                            | 榴莲红豆吐司、榴莲... |   |   |   |  |
| 差评   | 清洁效果 避障能力 续航能力  |                                                                            | 榴莲酥吐司        |   |   |   |  |
| 差评   | 清洁 手感 一次性       |                                                                            | 榴莲酥吐司        |   |   |   |  |
| 差评   | 口味 商家包装问题       | 尊敬的顾客，非常感谢您的评价...                                                          | 金橘吐司         |   |   |   |  |
| 好评   | 口味口味 份量价格       | 哈哈，您的满意就是我们最大...                                                           | 芋泥芝士蛋糕吐司     |   |   |   |  |



500+ stores in 100+ cities



Won the top brand of handmade  
toast in China for a second time

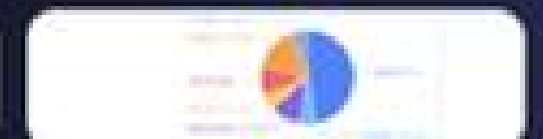
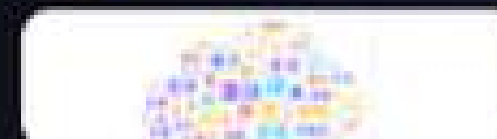


3 AI reply postback platform

感谢您的光顾和支持！看到您多次购买我们家的玫瑰酥吐司，并且还专门留言表扬我们的产品，真的非常感动。我们一直秉持着用心做吐司的理念，为每一位顾客带来最好的口味和服务体验。如果您有任何建议或意见，欢迎随时联系我们。



4 Generate data insights



# The Underlying Logic of ByteDance's Growth

- Empower Talented People to Make Decisions and Overcome Limitations
- Build Policies to Secure the Baseline
- Values and Culture as the Core Foundation
- Utilize Effective Tools for Execution and Delivery



# Lark Is the Leading Collaboration Platform in China Market

The brand name of Lark in China is called Feishu



# Trusted by Japan & ASEAN Companies







The tool we use,  
shape the way  
we work.



Scan the QR code to add  
me to your Contacts





## PHIÊN 2

Hành trình 5 năm đồng hành cùng  
Doanh nghiệp TMĐT –  
**TỪ 0 ĐẾN 1.000.000+ ĐƠN  
MỖI THÁNG**



**Mr. Đỗ Văn Giang**

CEO & Founder  
Công ty Cổ phần Công nghệ UpBase

# VIETNAM'S E-COMMERCE A DRAGON AWAKENING

**71.94<sup>B</sup>**  
**USD**

Transaction Value in 2029  
Source: Statista

**23.77<sup>B</sup>**  
**USD**

Vietnam's e-Commerce Market  
Size 2029  
Source: Modor Intelligence

**28%**  
**CAGR**

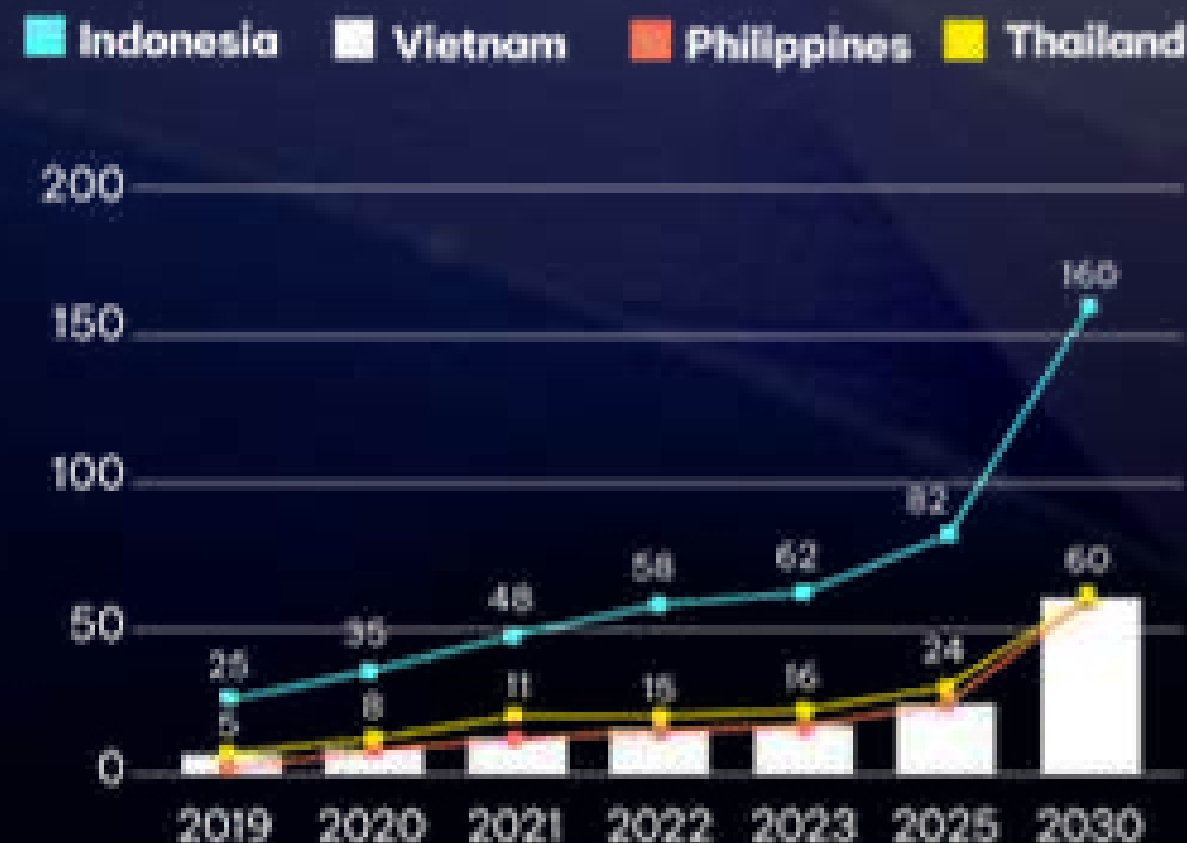
(2025 - 2030)  
Source: IMARC

## Vietnam's Ecommerce

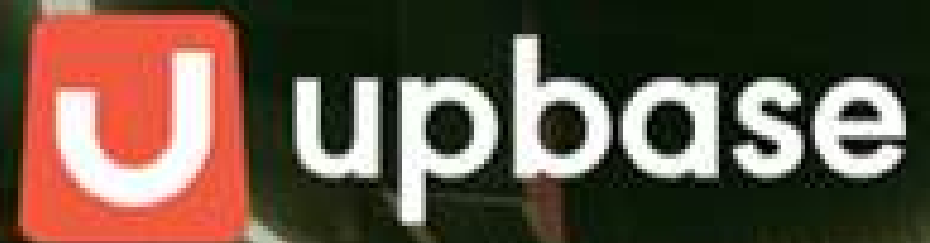


(Source: Google & Temasek (Bain Analysis))

## SEA's Ecommerce Growth



(Source: Google, Temasek & Bain report 2023)



**THE DIFFERENCE** YOU CAN FEEL,  
BACKED **BY NUMBERS** YOU CAN SEE

**THE CENTER OF  
E-COMMERCE  
DOMAIN**

which enjoys over 20%  
compound growth in the  
next decade

**THE STRONG  
CORPORATE  
CULTURE**

which are  
Customers-obsession,  
Entrepreneurship,  
Learning-org and  
Happy-stakeholders

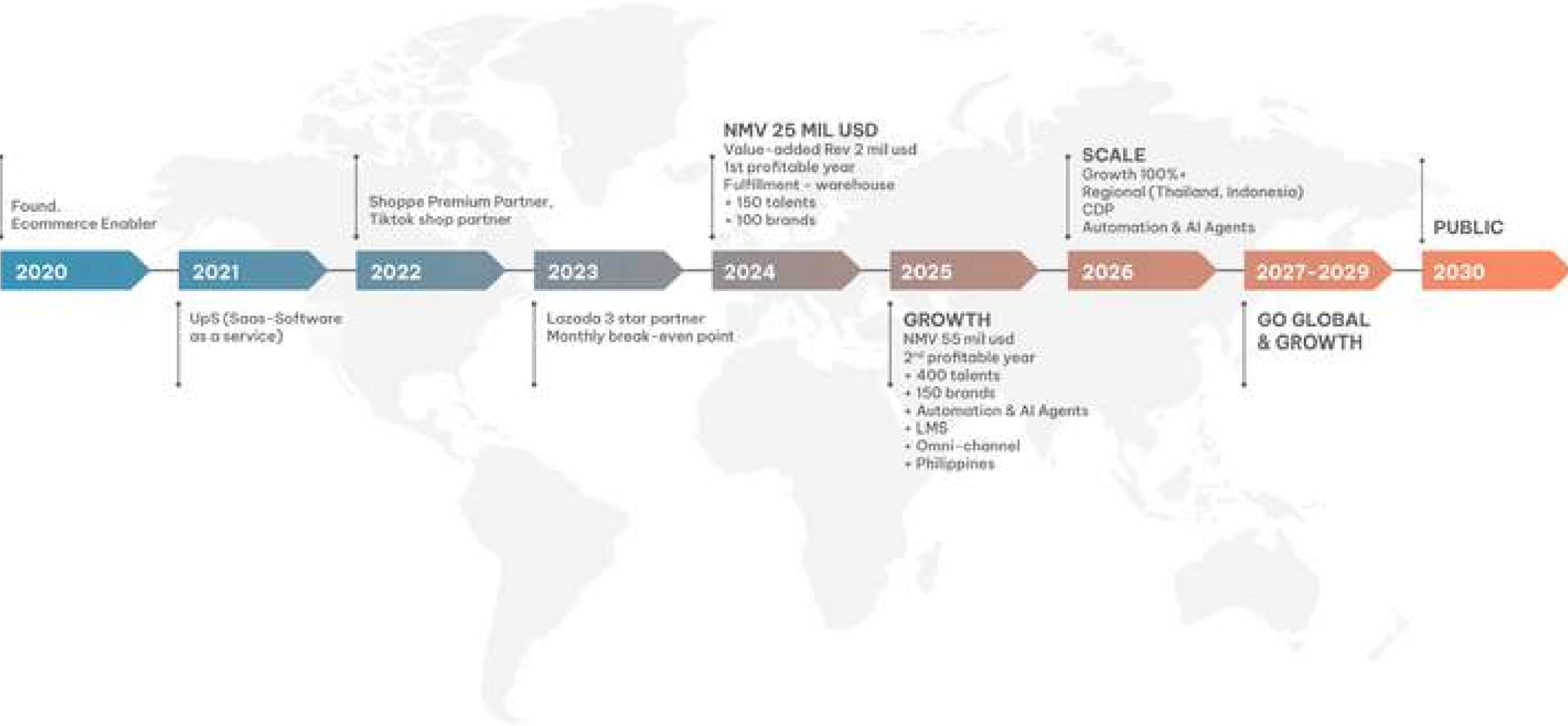
**TOP 1 ENABLER  
IN GROWTH RATE**

**TOP 1 ENABLER  
IN DIGITAL  
TRANSFORMATION  
TECHNOLOGY**

**TOP 2 GMV  
ENABLER IN  
VIETNAM**

# UPBASE MILESTONES

(PAST, PRESENT, FUTURE)



# UpBase Brings Value to all Stakeholders



## Brands Customers

### End-to-End **SALES** Solution

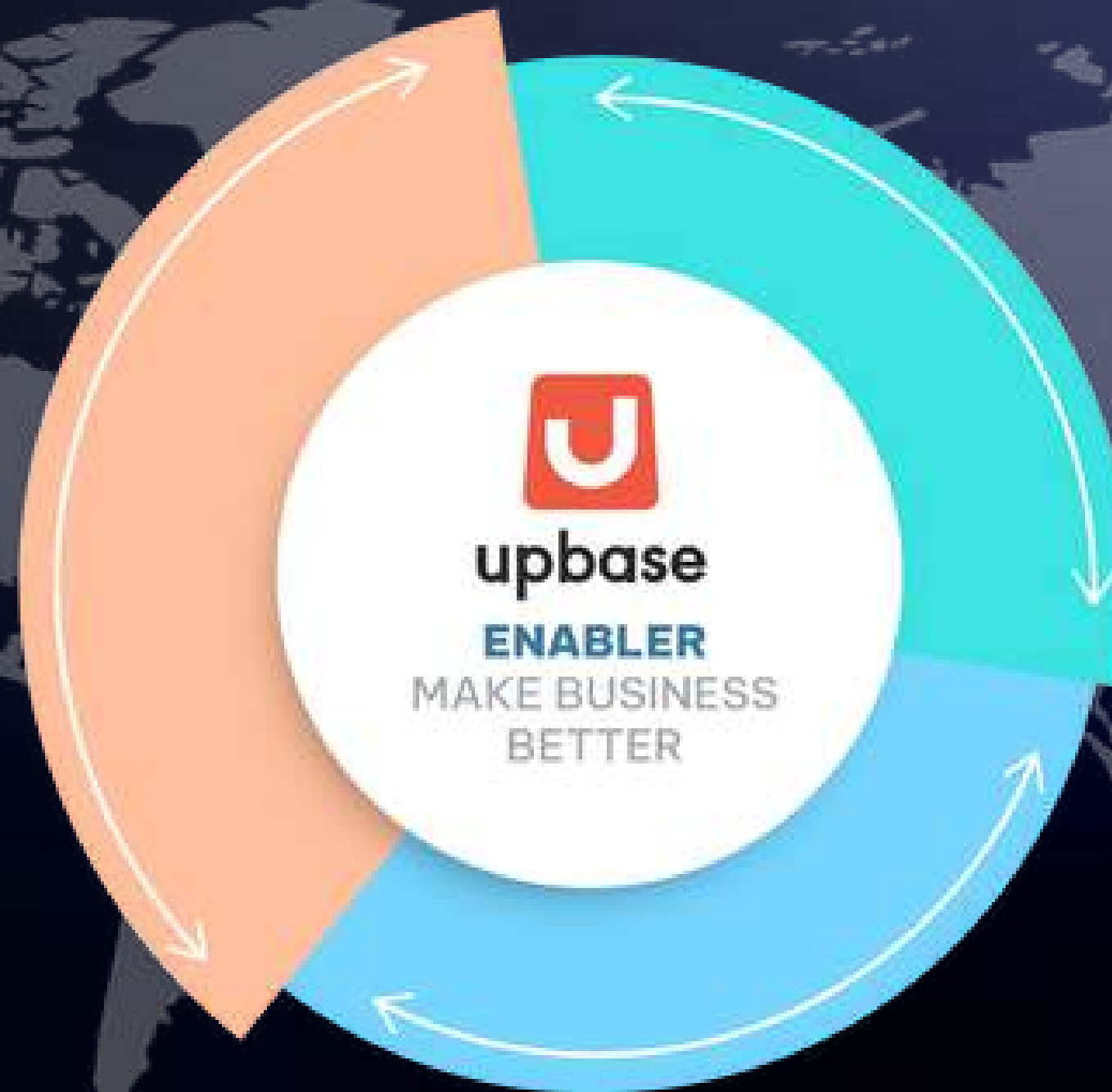
- Free of mind
- Traffic by creative
- Care about Brands P&L

### Biz **MANAGEMENT** Solutions

- Task & chat
- Management System
- WMS, CDP, Dashboard, OMS

### Biz **GROWTH** Solutions

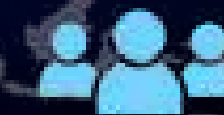
- Talents LMS
- Accounting & Financing



## Platforms

- E-commerce (TTS, SSP, LZD, ....)
- Traditional Trade
- Modern Trade

- Alignment (Tax, Regulation, Policy, ..)
- Application programming interface
- A better service



## End-Users

- Quality products
- Value of money
- Shopping is interesting



# 5 Năm

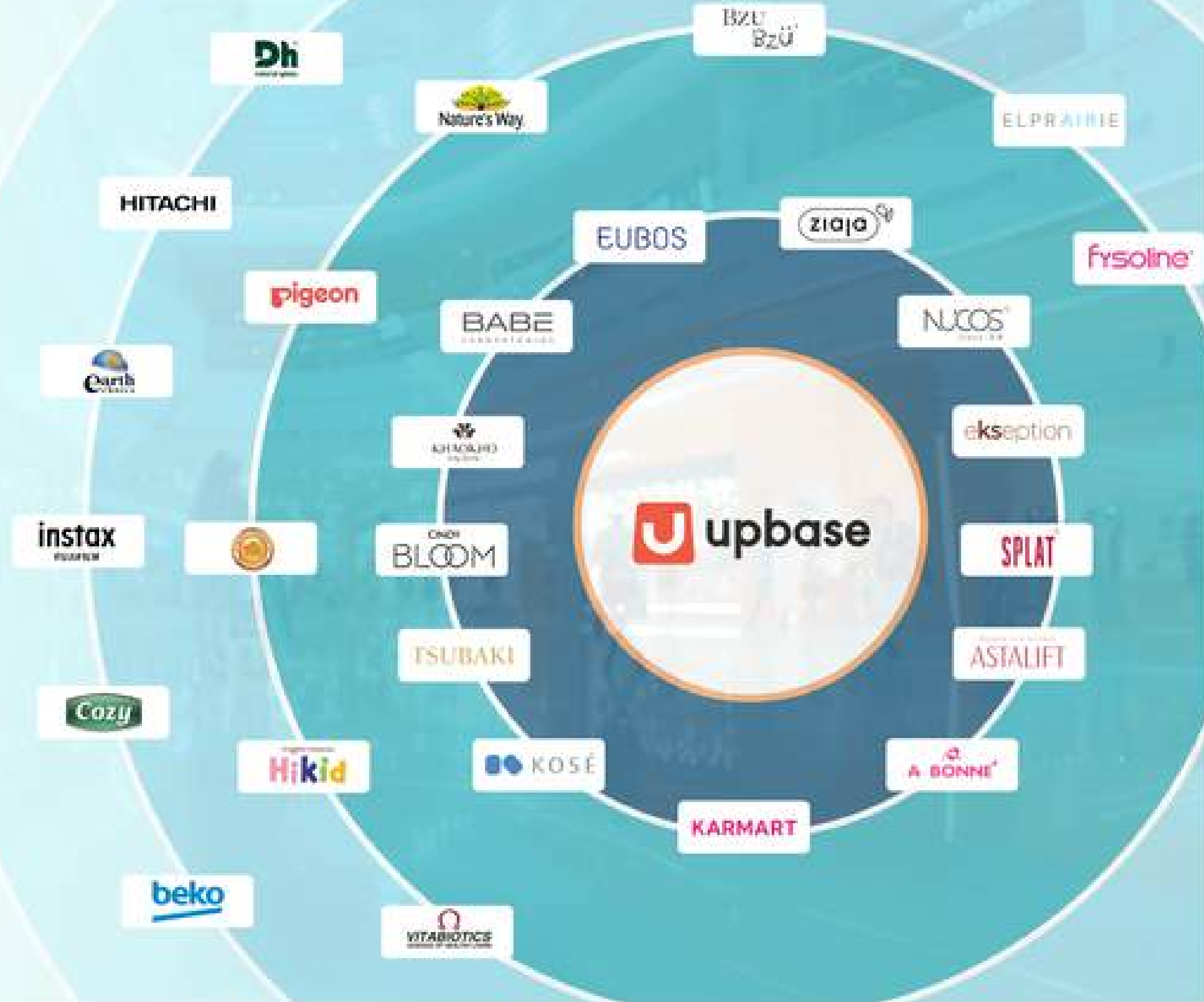
Vận hành  
**+ 1.000.000**  
đơn hàng/ tháng

**+350 CBNV**

Giá trị công ty  
**\$40M**

500+ Brand đồng hành  
Omni Channel

Vận hành  
**0**  
đơn hàng/ tháng





# Giai đoạn phát triển startup

## Các mốc phát triển của doanh nghiệp

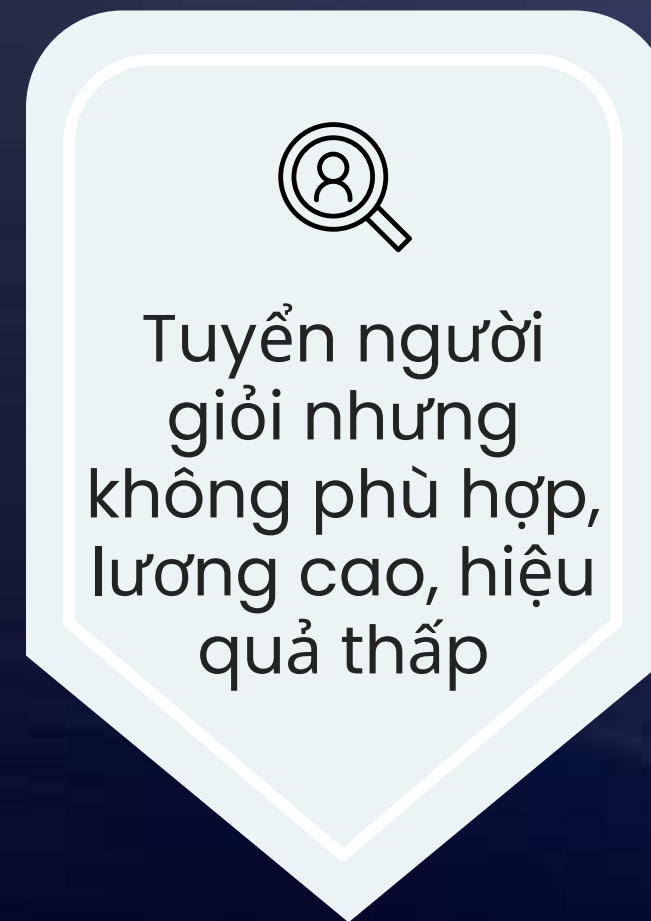
|                              | THÀNH LẬP    | SINH TÓN              | SỐNG SÓT                 | ĐỊNH HÌNH                                            | TĂNG TRƯỞNG                                                                   | TRƯỜNG THÀNH                   |
|------------------------------|--------------|-----------------------|--------------------------|------------------------------------------------------|-------------------------------------------------------------------------------|--------------------------------|
| Thời gian (năm)              |              | 1-2                   | 2-3                      | 3-4                                                  | 5-6                                                                           | 7-10                           |
| Nhân sự (người)              | 3-10         | 20-30                 | 60-70                    | 100-150                                              | 200-300                                                                       | 500-2000                       |
| Tài chính/<br>Nguồn tiền     | Tự có        | Vay/ Đầu tư           | Đầu tư/<br>Bán hàng      | Đầu tư quỹ/<br>Ngân hàng/<br>Bán hàng                | Đầu tư quỹ/<br>Ngân hàng/<br>Bán hàng/<br>Lợi nhuận                           | IPO/<br>Bán hàng/<br>Lợi nhuận |
| Tổ chức/<br>Hệ thống quản lý | Phẳng/ Nhóm  | 3-5 Nhóm              | 5-10 Phòng ban           | 10-15 Phòng ban                                      | 15-20 Phòng ban/<br>Nhiều nhóm dự án                                          | Nhiều Trung tâm/<br>Khối Dự án |
| Quản trị/<br>Chiến lược      | Chưa rõ ràng | Năng lực CEO          | Năng lực QL<br>cấp trung | Tầm nhìn CEO<br>QL cấp trung<br>Quy trình - Phối hợp | Ban Lãnh đạo<br>Quản trị tối ưu<br>Quy trình chuẩn hóa<br>Kỷ luật - Nhất quán | Quản trị xuất sắc              |
| Khách hàng                   | Quan hệ      | KH cá nhân/<br>DN nhỏ | KH nhỏ - trung           | KH trung                                             | KH lớn/<br>Mở rộng thị trường                                                 | Top thị trường                 |
| Văn hóa<br>doanh nghiệp      | Chưa rõ ràng | Định hình văn hóa     | Định hình văn hóa        | VH được coi trọng                                    | VH có bản sắc                                                                 | VH đậm bản sắc                 |

Từ 0 đến 1

Từ 1 đến 10

Từ 10 đến 100

# Từ 0 đến 1



WHY?

Founder + Văn hóa DN + Middle Manager

# Trụ cột phát triển Doanh nghiệp

Mô hình kinh doanh

Nguồn tiền

ĐỘI NGŨ CÓ ĐỘNG  
LỰC MẠNH MẼ + TỬ TẾ

Văn hóa  
Doanh nghiệp

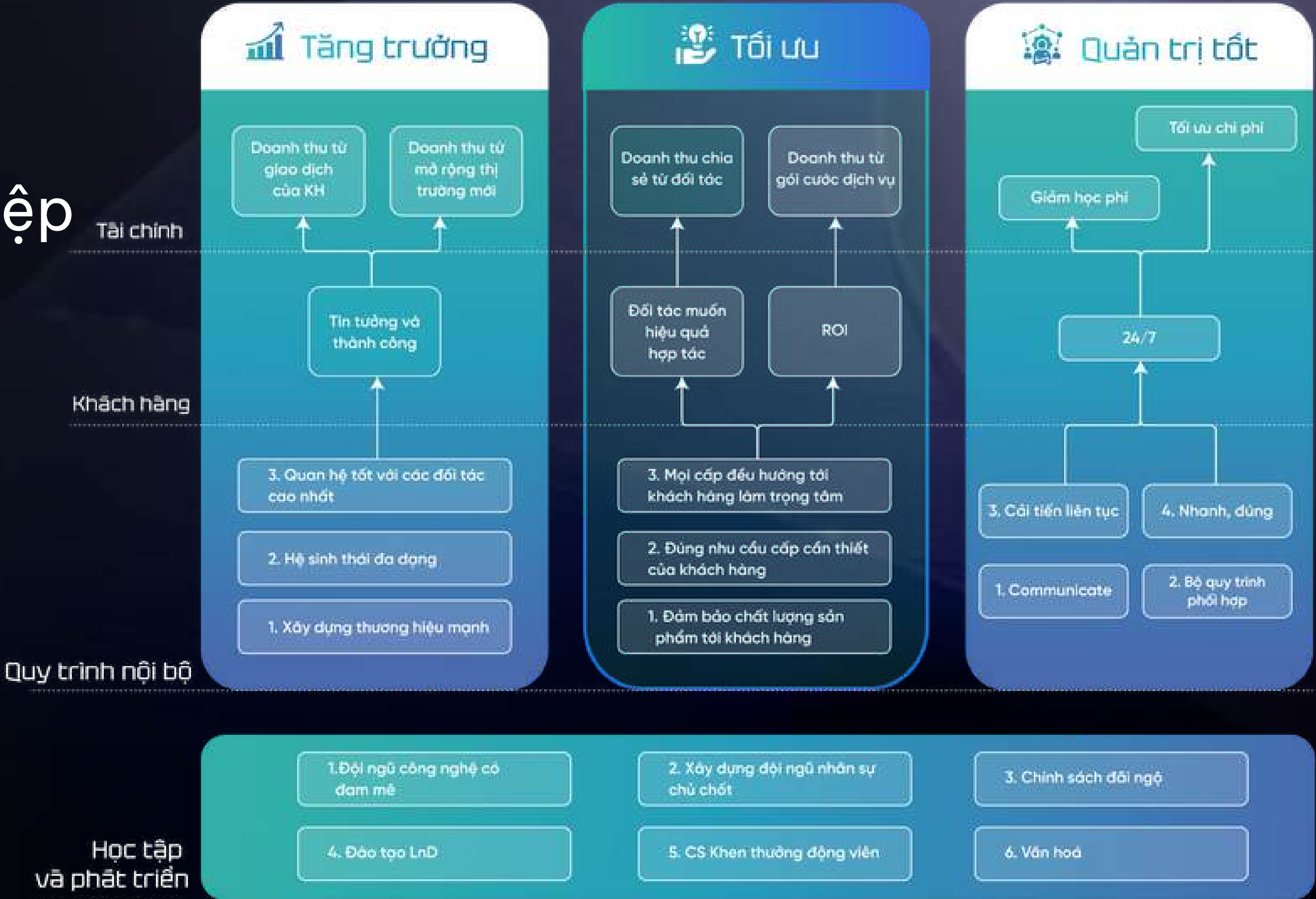
Hệ thống quản lý

# Đội ngũ có động lực mạnh mẽ

- Nhân viên là tốt & tin tưởng vào nhân viên
- Nền móng là Văn Hóa doanh nghiệp
- Hòa hòa Mục tiêu cá nhân & Mục tiêu doanh nghiệp



# Bản đồ chiến lược Doanh nghiệp





# Bài học từ UpBase

## Doanh nghiệp Việt Nam thành công

Top 3 trong 1  
ngành thị  
trường đủ lớn

Giải pháp  
End-to-End +  
Dịch vụ +  
Công nghệ

Tài chính &  
Mô hình kinh  
doanh

Quản trị  
xuất sắc

Con người hạnh phúc: Gen, Quản lý cấp trung

Văn hóa doanh nghiệp đậm nét: Sứ mệnh, tầm nhìn, giá trị cốt lõi



# Từ 1 đến 10

- Hợp nhiều/ dài -> Không action/ tracking -> Quản lý biết (hợp liên miên)  
-> Nhân viên không hiểu/biết
- Doanh thu/lợi nhuận không đạt -> Ép doanh thu cơ học/ý chí -> Không đạt -> Căng thẳng/ nhân sự off
- Thêm người -> Quy trình phức tạp -> Thêm người -> Phức tạp, đội chi phí, hiệu quả không tăng
- Công ty không đạt mục tiêu -> Các nhóm vẫn đạt mục tiêu/ vượt mục tiêu (**Cost center**)

## HOW?

## Founder to CEO

# 7 Trụ Cột Vận Hành Xuất Sắc



1. Lean Enterprise \_ Tinh gọn



2. Six Sigma\_ Đảm bảo chất lượng sản phẩm/dịch vụ



3. Phân tích chuỗi giá trị



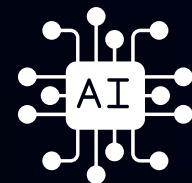
4. Đổi mới sáng tạo có giá trị



5. Môi trường làm việc hiệu quả cao



6. CX\_ Trải nghiệm khách hàng



7. Ứng dụng AI

# Trở ngại

Kỷ luật của Founder

Nguồn lực nào?  
(Công cụ, con người)

Nhân sự double công việc,  
dữ liệu sai/ thủ công

# Data-driven

Data-driven (Layer  $\frac{3}{4}$ )

Đo lường/ Dashboard (layer  $\frac{1}{2}$ )

Số hoá

Chuẩn hoá

Data

1. UpS: OMS/WMS (API)
2. Extension (Seller)
3. Activities/ Process (Lark)



# Nền tảng hợp nhất

## Quản trị vận hành

Orders  
Warehouse  
Pricing  
Promotion  
NMV

## Quản trị kinh doanh

CRM  
Loyalty  
Sales  
Reports

## Quản trị tổ chức

HR  
Workflow  
Communication

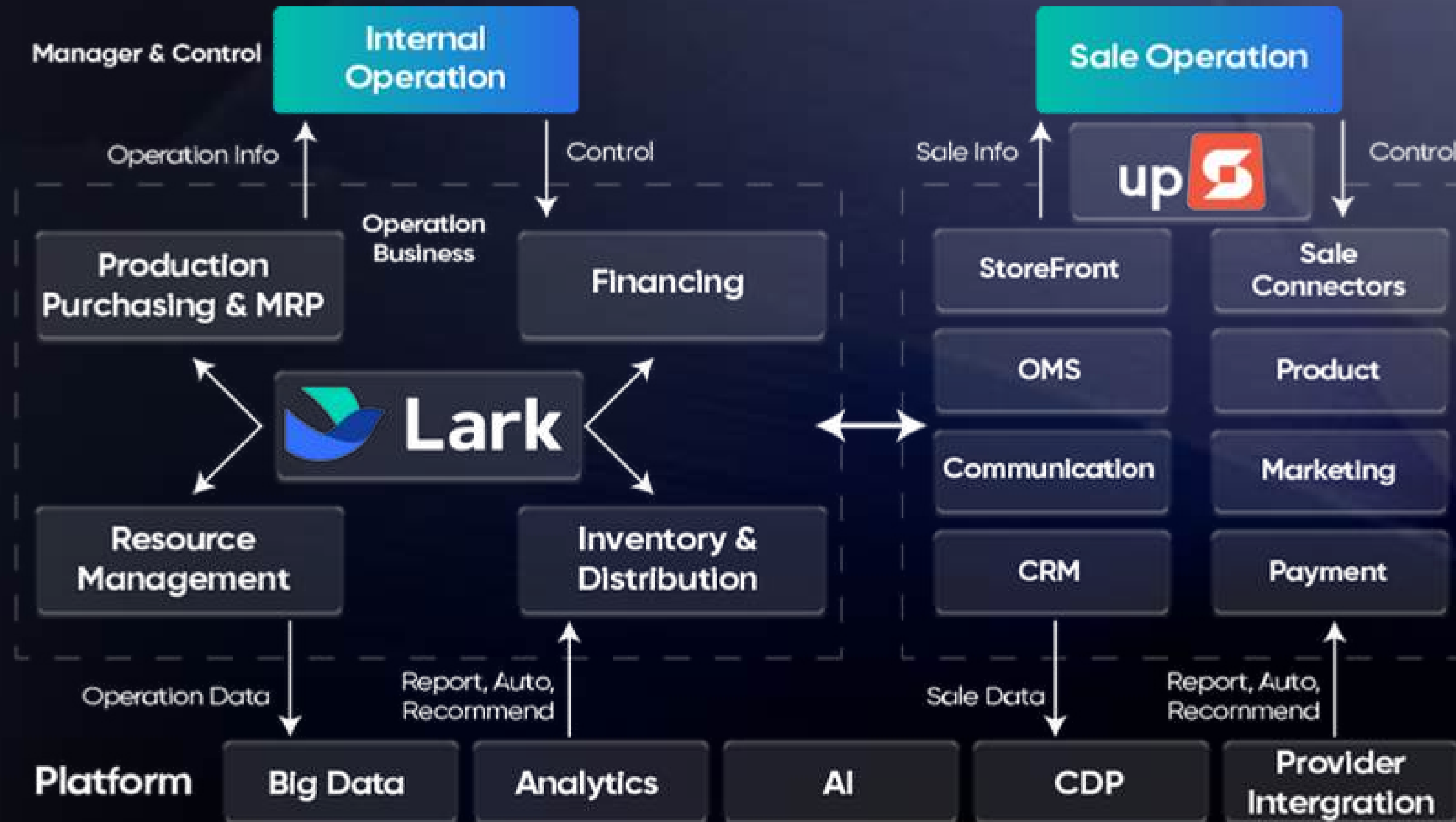
Dữ liệu thông suốt từ **C-Level - Middle Manager - Executive**







# Giải pháp toàn diện UpS x Lark



# GAP



# Middle-management

Xác định 3-5 key metrics

Daily meeting

## Operation Tracking – Thách thức minh bạch & hiệu quả ở quy mô GMV lớn

> 1.000.000

Đơn hàng/  
tháng

Quy mô  
GMV lớn

+200

Brands/ Dự án

+7

Team/ Phòng

### Bài toán:

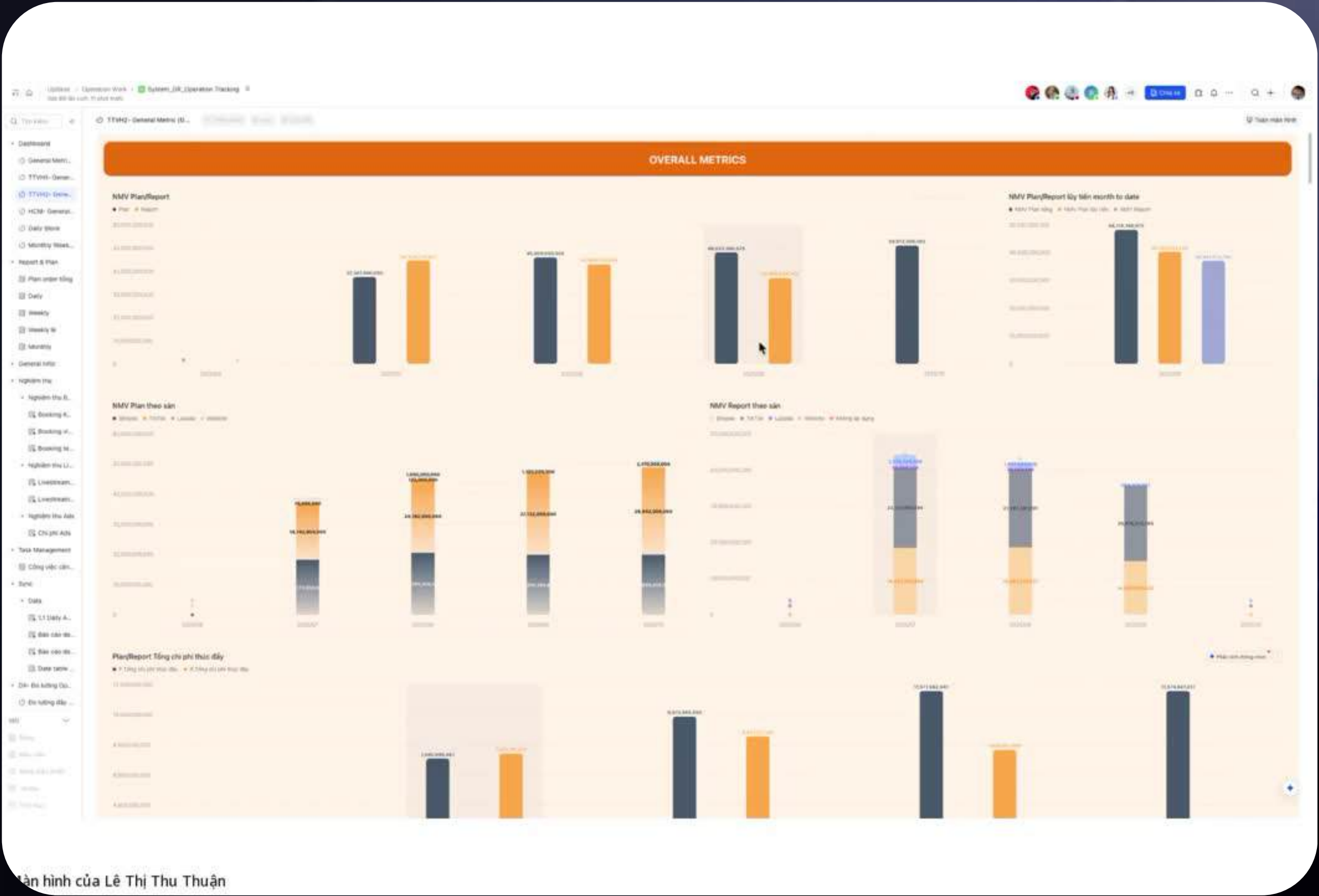
- Phối hợp đa phòng ban với số lượng nhân sự ngày càng tăng và phân hoá rõ rệt
- BOD chưa có dashboard toàn cảnh về tình hình kinh doanh và từng store: GMV, NMV, số đơn hàng, hoàn/hủy, traffic, AOV, CR, Chi phí,...

### Khó khăn:

- Khó kéo dữ liệu từ nhiều nguồn, phải kéo tay thủ công => tốn thời gian, dễ sai lệch
- Trở ngại từ con người: workload cao, training, khuyến khích chuyển đổi,...

# Operation Tracking

(Hệ thống minh họa)





## Booking quy mô lớn Từ kế hoạch, ngân sách đến thách thức KOC & Brand

**+2.000**

Videos/ tháng

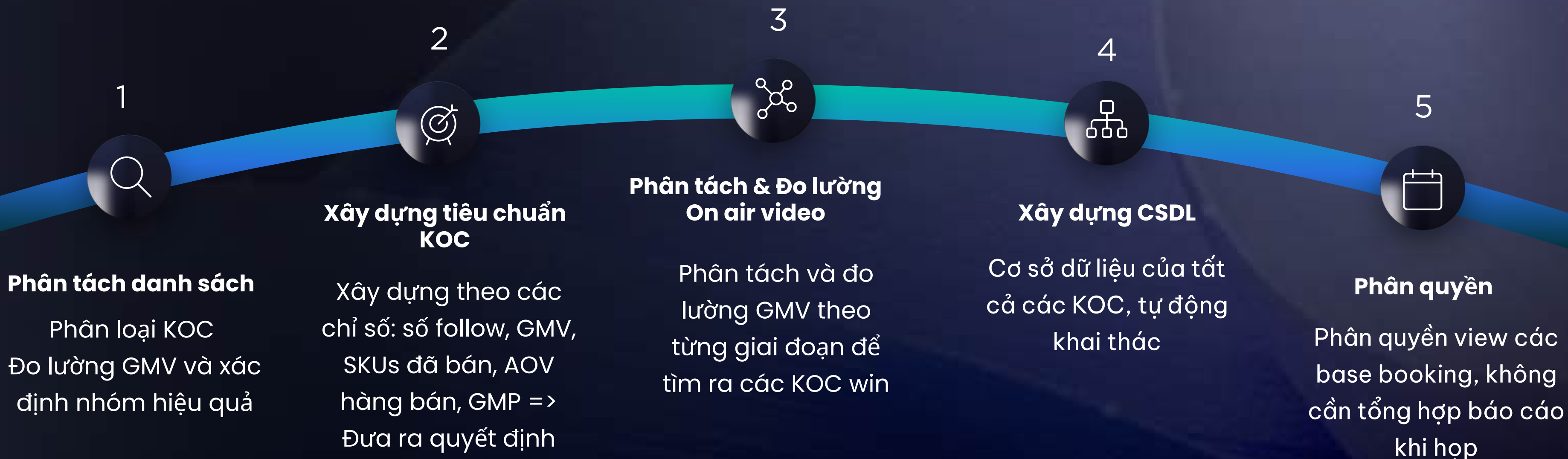
**+30**

Nhân sự Booking

- Phối hợp đa phòng ban từ Booking, Growth, Account, Brand
- Gặp khó khăn khi tracking: quản lý Booking KOC/KOL, thông tin booking rải rác nhiều file, tỷ lệ booking thấp, khó win, phân bổ ngân sách,...



# Booking

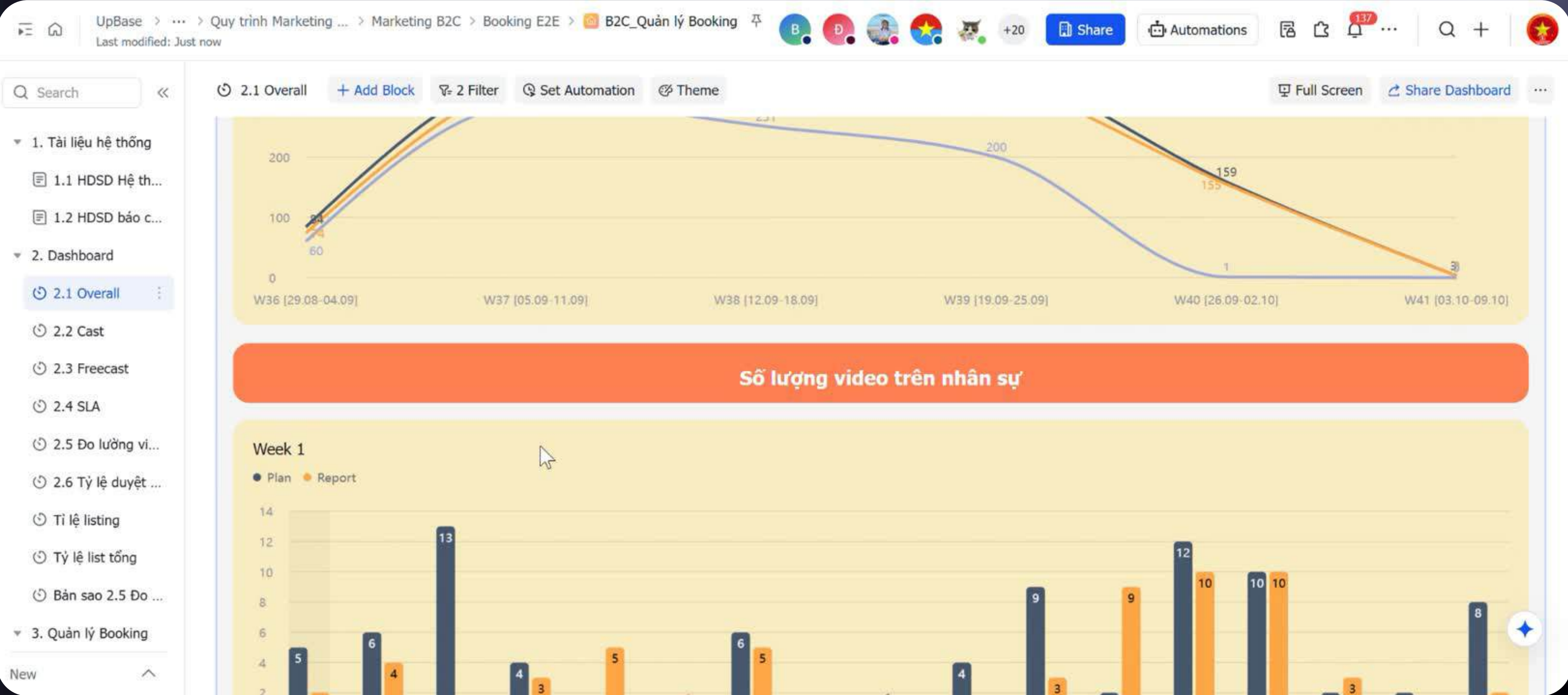


## Kết quả

- Xác định được những nhóm KOC đem lại impact lớn nhất cho các Store
- Quá trình duyệt KOC cho các tháng sau được triển khai sớm hơn
- Tỷ lệ duyệt danh sách listing KOC của Brand từ 20% lên 35%
- Giảm bớt book nhóm KOC nhỏ, chuyển sang nhóm KOC lớn
- Số lượng video On Air được cập nhật trước 10h30 sáng hàng ngày
- Tiết kiệm thời gian làm báo cáo

# Booking

(Hệ thống minh họa)



# Một số insight thú vị

ROI 14 ~1-1.5

ROI 30 ~ 2-2.5

ROI 60 ~ 4-5

Big KOC contribute  
more

Đăng sau +5.000 phiên Livestream mỗi tháng  
Bài toán vận hành và thách thức cân bằng

**+5.000**

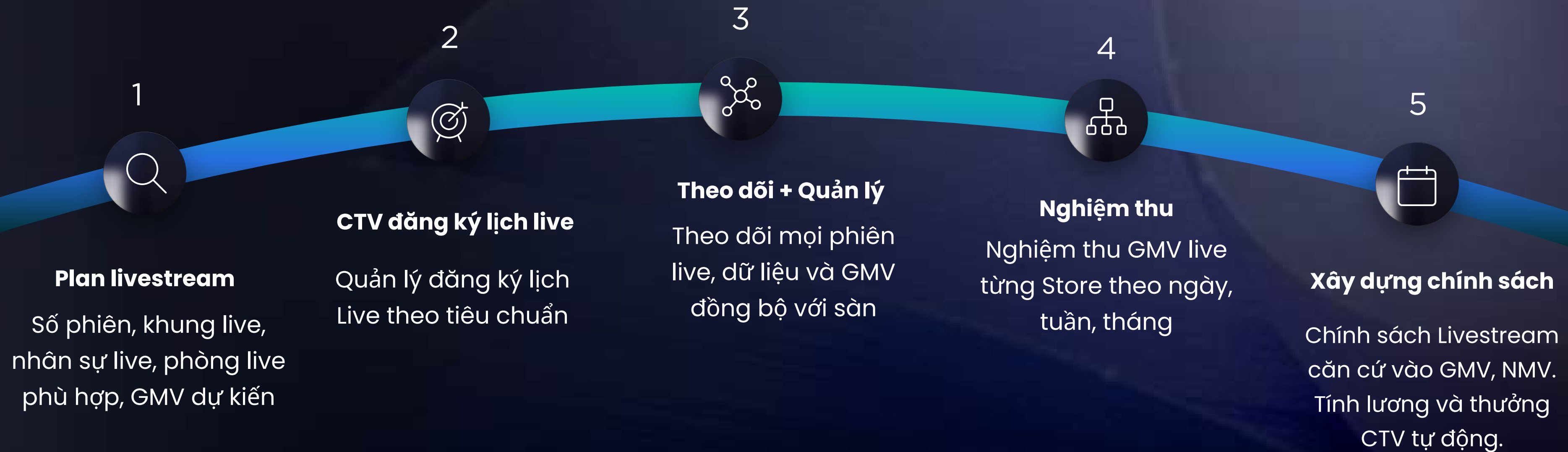
Phiên live/tháng

**+100**

CTV livestream

- Nhiều đầu mối tham gia: CTV livestream, Quản lý livestream, Growth (vận hành Store), Brands
- Gặp khó khăn từ quản lý CTV, quản lý lịch và công-ca, không tính được hiệu suất, chi phí commission...
  - + Không quản lý được số lượng live/ kế hoạch, chất lượng phiên live
  - + Không quản lý được ngân sách Brand
  - + Thời gian trả thưởng CTV chậm 10-15 ngày, sai sót

# Livestream

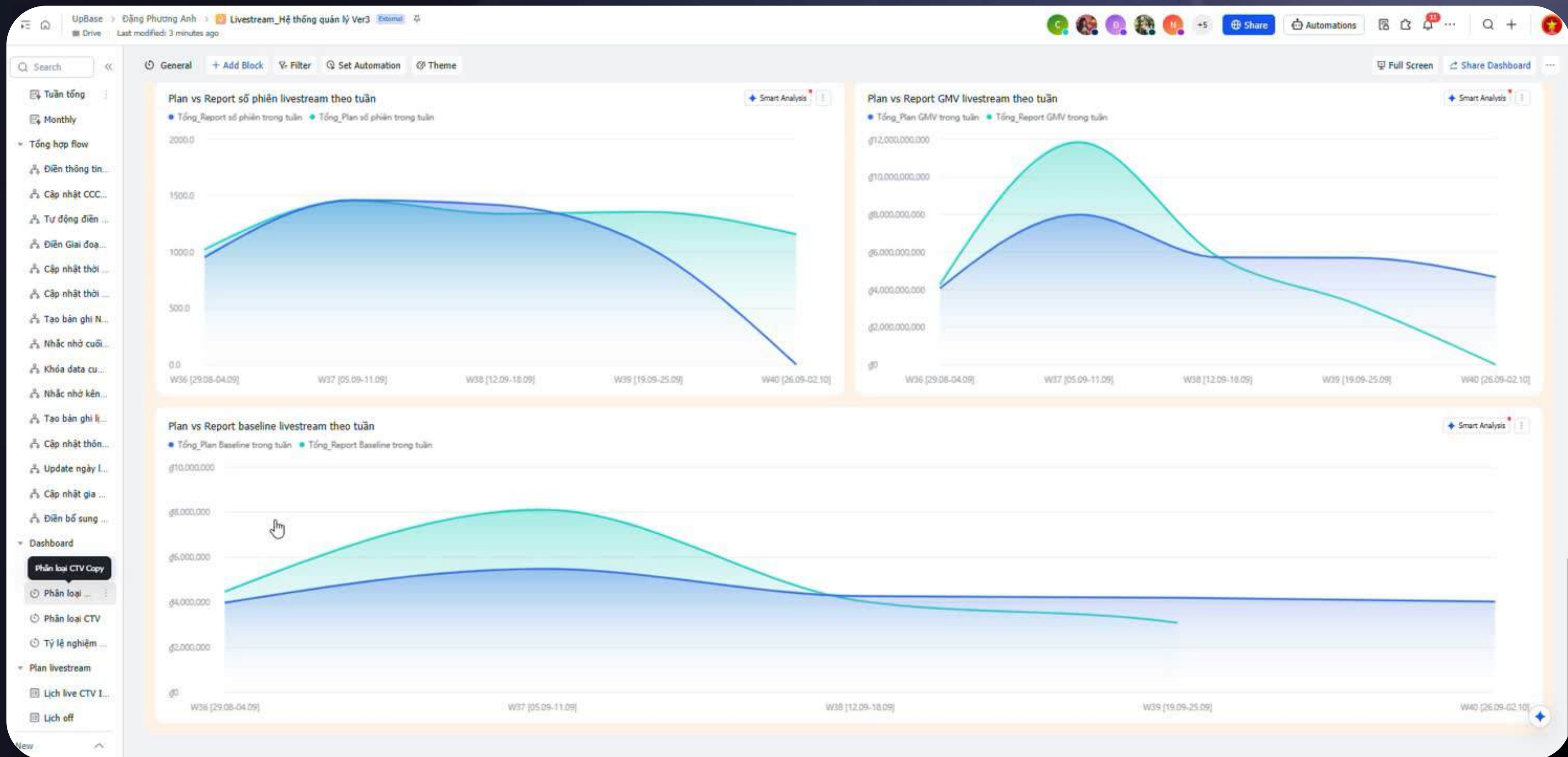


## Kết quả

- Theo dõi được hiệu suất và hiệu quả của từng Store và tất cả các store (BOD và các quản lý) hàng ngày
- Quản lý CTV hiệu quả, ổn định, tiết kiệm thời gian với tỷ lệ **Brand hài lòng vượt 90%**
- Số ca live không đạt chuẩn giảm mạnh từ **13% xuống dưới 2%**
- Lương và commission được tính tự động, rất ít sai sót, tiết kiệm được **3 ngày làm việc**



# Livestream (Hệ thống minh họa)





## Design với 100 gian hàng Bài toán tốc độ và chuẩn Brand

**+100**

Gian hàng TMĐT

**+09**

Designer

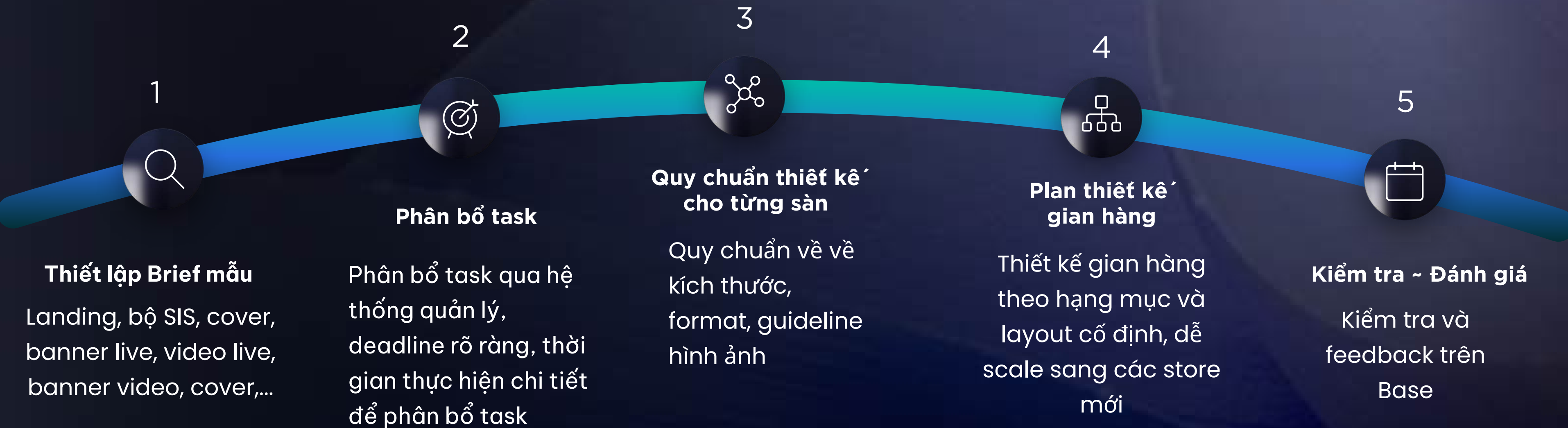
**+450**

Task/tháng

### Làm thế nào để:

- Đảm bảo chất lượng hình ảnh chuẩn brand nhưng vẫn hiệu quả?
- Tốc độ xử lý task nhanh?
- Quản lý và phân bổ nhân sự công bằng?
- Giảm thiểu số lần chỉnh sửa?
- Tracking hiệu suất cá nhân?
- Cần bao nhiêu nguồn lực?

# Design

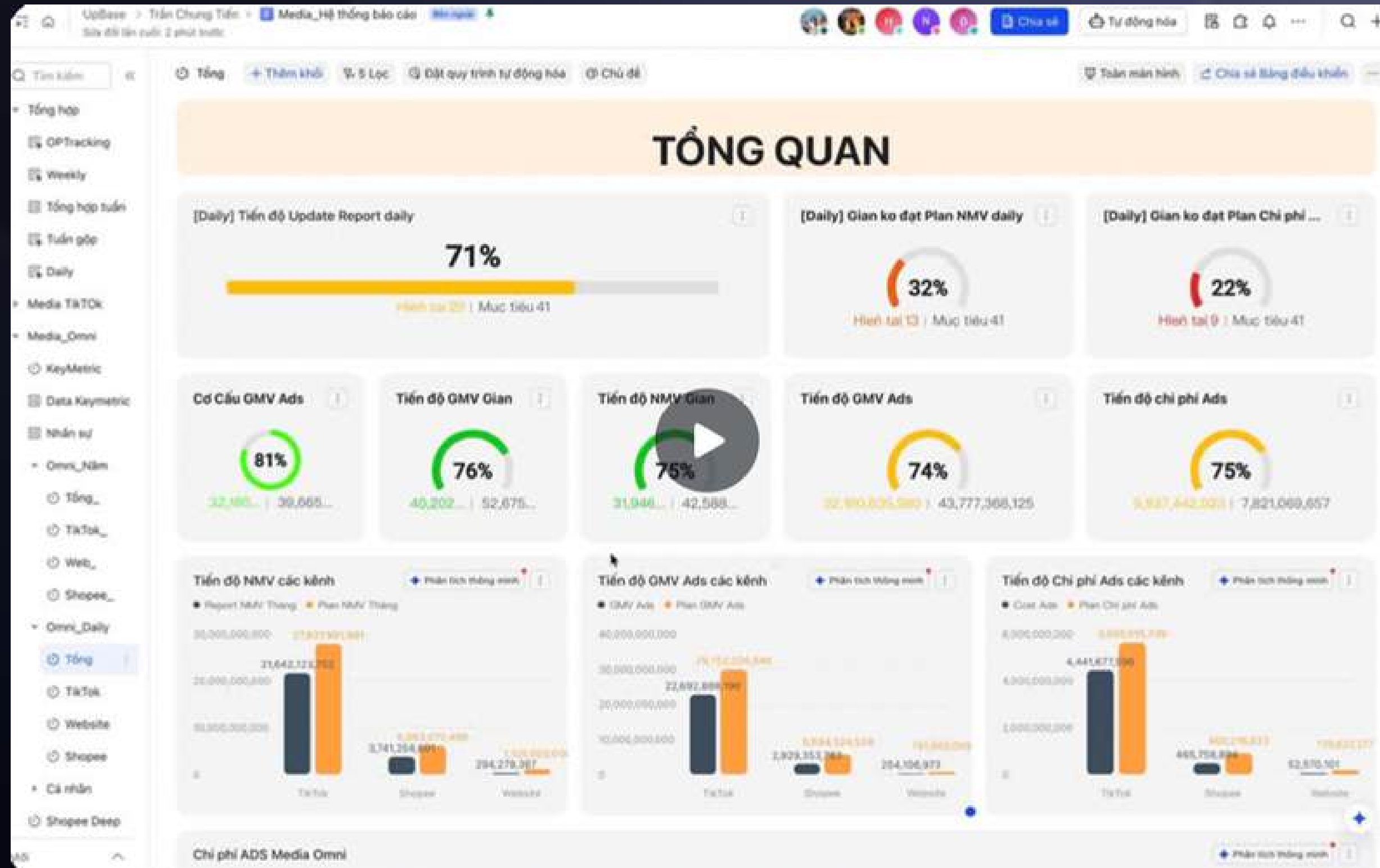


## Kết quả

- 98% task hoàn thành đúng hạn, tỷ lệ duyệt >90%
- Hệ thống template + guideline → tiết kiệm thời gian onboarding
- Với BOD: Có báo cáo trực quan về khối lượng, tiến độ và chất lượng thiết kế, nguồn lực
- Với quản lý bộ phận: Dễ dàng theo dõi năng lực từng thành viên, phân tích workload, đánh giá hiệu suất công việc, tính lương thưởng
- Với từng nhân sự: Rèn luyện kỹ năng quản lý deadline, bám sát yêu cầu công việc
- Với các bộ phận liên quan: Quá trình phối hợp liên phòng ban giữa các bộ phận liên quan rõ ràng minh bạch

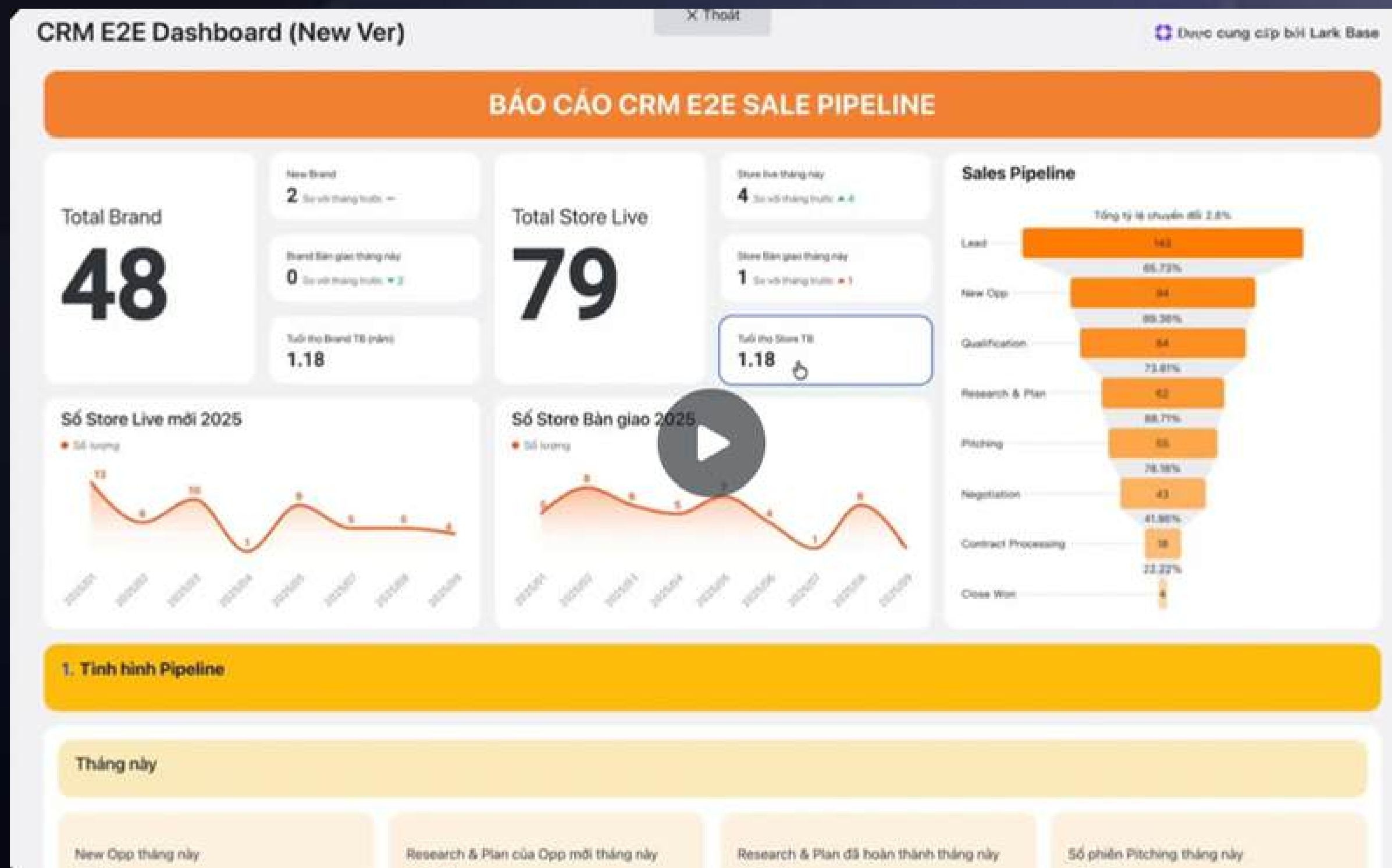
# Media

(Hệ thống minh họa)



# CRM

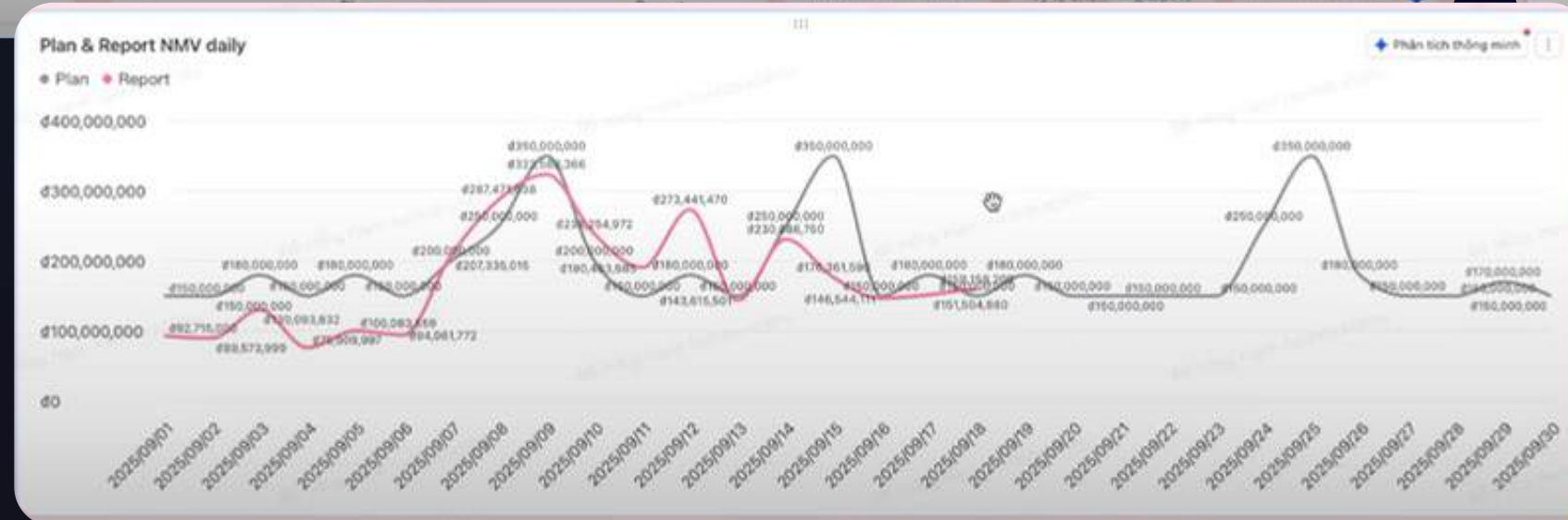
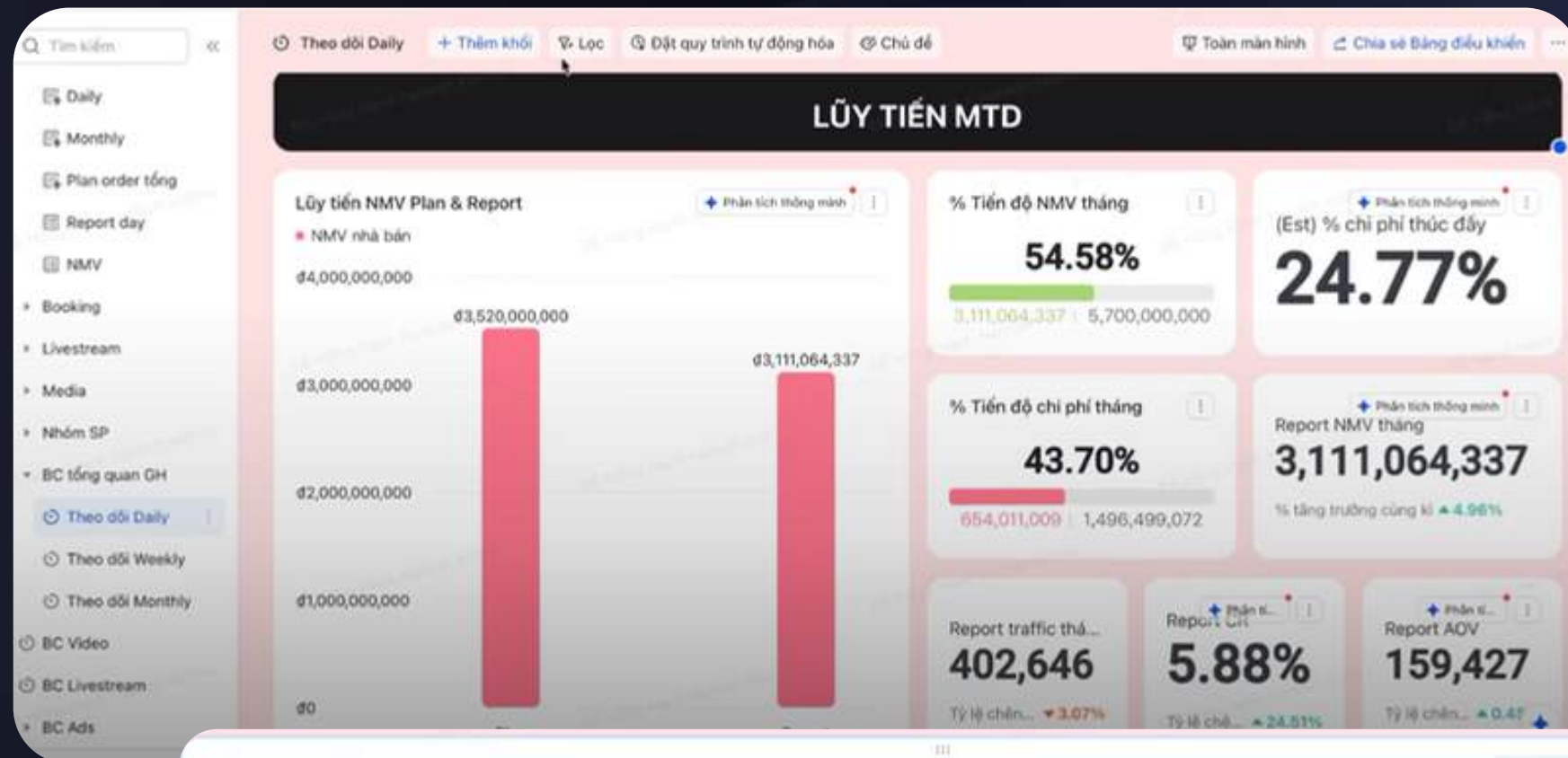
(Hệ thống minh họa)





# Insight Talk

Let's the data talk



# Insight Talk

Let's the data talk

## A. VIDEO

### A1. VIDEO KÊNH



## B. LIVE KÊNH

### TIẾN ĐỘ THỰC HIỆN DOANH THU DAILY

140%

Hiện tại 490,709,383 | Mục tiêu 350,000,000

### Doanh thu Live Kênh

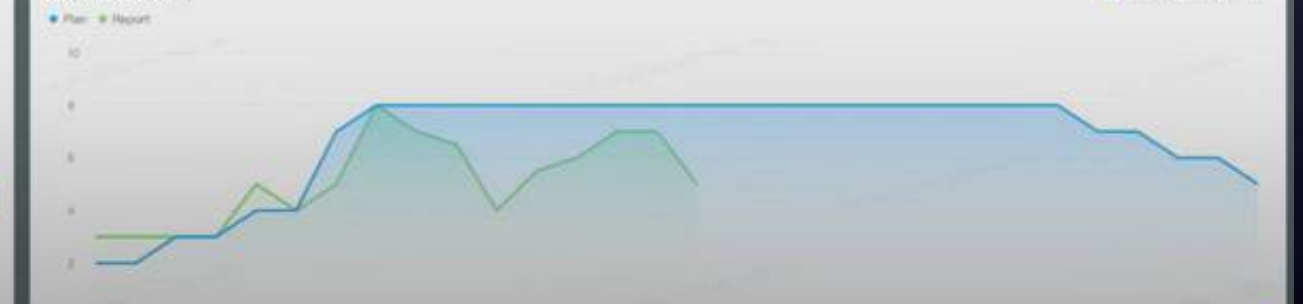


### TIẾN ĐỘ SỐ PHIÊN LIVE KÊNH DAILY

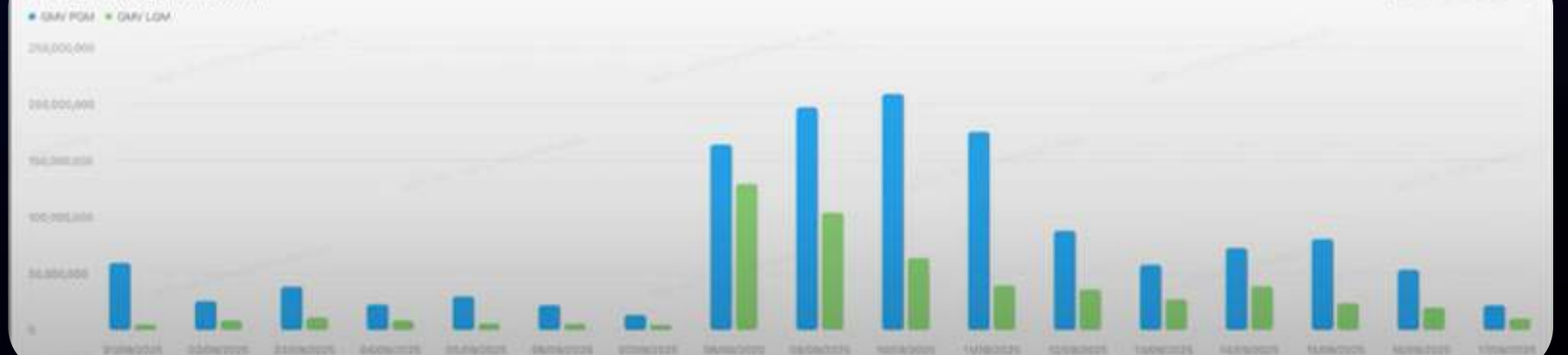
200%

Hiện tại 82 | Mục tiêu 41

### Số phiên Live Kênh



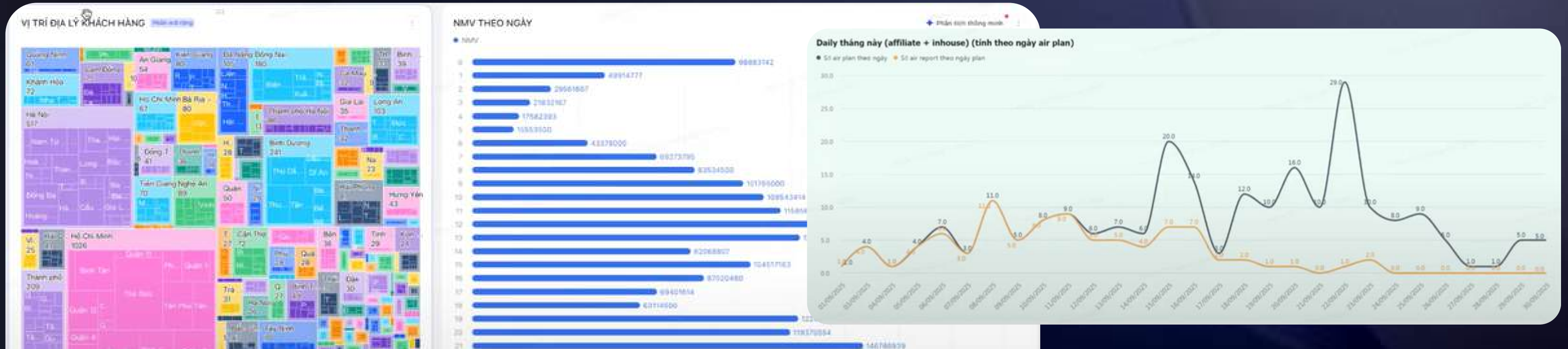
### ROI THEO TỪNG CAMP SẢN PHẨM





# Insight Talk

Let's the data talk



## VIDEO AFFILIATE

Tiến độ air video affiliate

37.17%

Hiện tại 71 | Mục tiêu 191

Tiến độ air video affiliate KL4 trở lên

66.67%

Hiện tại 28 | Mục tiêu 42

2025/09

# WHAT NEXT?

OKRs

Động lực  
đội ngũ

Hiệu suất

Hiệu quả

Innovative

Cú nhảy

AI/  
Automation

Tối ưu

# Panel Discussion



**Mr. Đỗ Văn Giang**

CEO  
CTCP Công Nghệ UpBase



**Mr. Bruce Cheng**

Director  
of Lark Partner Enablement, @ByteDance



**Mr. Dương Quốc Huy**

CTO  
CTCP Công Nghệ UpBase



**Ms. Phạm Ngọc Bảo Châu**

Tổng trợ lý nghiệp vụ  
Công Ty TNHH Thương Mại Điện Tử  
Gobuy Việt Nam