

Research on the Marketing Model of Bilibili Member Shop Based on the Bilibili Pop-up Website's Derivative E-commerce Business

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Abstract: With the development of the Internet, video sites have gradually emerged. Along with the increasingly intense development trend of major video sites as well as the saturation of market share, various video site companies have started to try to open up new Internet business models one after another. Bilibili Member Shop as the only video platform and e-commerce platform in China, the success of Bilibili's e-commerce platform has opened up more possibilities for the development of the industry. This paper uses SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis to study its business model and provide some help for other video platform companies to develop this business model.

Keywords: Bilibili, SWOT, business model, e-commerce platform, video website

1. Introduction

With the rapid development of the Internet and the arrival of the Internet era, people's entertainment life have become more diversified and pervasive. Among them, the continuous development of video and multimedia terminals has made this form of media a big step forward to the public, and video has entered millions of households, becoming a major form of public leisure time. At the same time, the major online video platforms are also growing and competing, along with the increasing competition between the major video platforms, the traditional models of advertising business, membership systems, and exclusive rights to obtain revenue have long been unable to meet the needs of the major video platforms, which have launched different business profit models.

Among them, the combination of online video platforms and e-commerce platforms has been a trend in recent years. Many online video platforms have begun to try to combine their own traffic advantages with e-commerce platform sales of goods to achieve a more diversified profit model. This model is very ideal, but it is difficult to really form, the reason is that the market share of e-commerce platform has long been divided by the native e-commerce platform, the newborn platform is difficult to profit. At the same time, the native e-commerce platform provides a more complete service system and process chain management to give it a greater price advantage. But how to make reasonable use of their own traffic advantages in such a market to bring dividends, and successfully make the platform itself in the major brands of e-commerce to occupy a certain share and position has become the urgent problem of the industry to be solved. The paper uses SWOT analysis to study the unique

business model of Bilibili's Bilibili Member Shop, and to get some inspiration for other film and television platform companies to develop this business model.

2. The Operation Mode of Bilibili Member Shop

Like most e-commerce platforms, membership shopping follows the reseller or wholesaler model, meaning that the platform buys products from manufacturers at low prices and sells them to consumers at high prices, earning the difference between the purchase and sale, with the platform playing the role of a middleman [1]. Not only can the membership platform earn the difference in price of goods for profit, but it can also collect advertising fees from manufacturers or sales commissions, while Bilibili will also collect membership fees from users and issue a certain number of coupons to stimulate user spending. At the same time, in terms of logistics, the member purchase platform and Jingdong's in-depth cooperation involved leasing Jingdong's logistics, warehousing, and other basic facilities. This improves the efficiency of logistics and also provides diversified logistics services.

Unlike other platforms that simply buy and sell, the goods sold in the member purchase platform are mostly hand-me-downs and collectibles, which have fewer shipments, high pricing, inconvenient transportation, and many other elements, which makes these goods different from bulk goods that are easy to sell and store, and the goods need to be produced or customized after the user places an order, so it requires a longer production cycle. In order to ensure the marketing effect of the platform in the face of this type of good, the member purchase platform uses a special sales method called reservation system sales. This requires customers to pay a certain percentage of the deposit during the promotion and warm-up period of the goods, and then, as the manufacturing progress of the manufacturer advances, the remaining balance will be collected from the customer after the product is shipped. With the gradual improvement of the platform's functions and the gradual refinement of the platform's business, Bilibili's member purchase platform has become a dark horse with its unique traffic advantage and its unique marketing model in China, which makes the platform and its business model worthy of our key research.

3. SWOT Theory Analysis of Member Purchase Marketing Model

SWOT is a series of conclusions drawn by analyzing the internal strengths, weaknesses, and external opportunities and threats of the research subject, thus combining the internal resources of the research subject with the external environment [2].

3.1. Strengths

3.1.1. Rely on main site traffic to connect specific groups.

The success of the Bilibili Member Shop platform is inextricably linked to Bilibili's secondary yuan ecosystem, which was built by a large number of platform users who generated professional content (PUGC) [3]. More importantly, it has successfully presented the ACG market to its audience while gaining huge traffic and customer base, thus better promoting its brand."

For an e-commerce platform, stable customer traffic and strong customer stickiness are the real cornerstones. No platform can be established and developed without such a major premise. Consumer personality traits, product cues, consumption scenarios and socio-economics are important factors that influence consumers' willingness to buy [4]. This requires the video network to focus on the station to explore the personality characteristics of the users of their own platform in depth. The development of membership purchases is based on the traffic of Bilibili, which has attracted many "secondary yuan" lovers with its unique content. In China, there are not many websites focusing on

ACG culture, and bilibili, as one of the first websites to grow successfully, has attracted a large number of users with its unique cultural content. With the continuous improvement of the site's functions and the launch of the mobile app, Bilibili has become one of the most popular entertainment platforms. The emergence of membership shopping is based on the sale of goods with a special cultural meaning in line with the personality characteristics of consumers, both to ensure a stable flow of customers and to strengthen the platform's customer stickiness.

3.1.2. Brand effect, multi-party cooperation.

In view of the nature of the goods sold by the members, the sale of molded goods for a business has high logistics requirements, including a complete logistics base and good storage conditions, but still needs a strong internal management structure so that the adjustments made can be implemented within a period of time. According to the platform's own conditions and logistics needs, the member purchase platform chose to establish a long-term partnership with the well-developed Jingdong Logistics.

A successful cooperation with Jingdong Logistics can, on the one hand, avoid the time, manpower, and material costs required to build a logistics system from scratch and, on the other hand, avoid the ineffective management of large logistics companies that have a hierarchical management system. The Bilibili pop-up network itself has a certain popularity; on the one hand, it can attract more users, while on the other hand, it can rely on the advantages of the parent company for foreign trade cooperation. Compared to small platforms, foreign manufacturers prefer companies with a broader market and greater exposure, and Bilibili Member Shop based on the strong user base of Bilibili, will undoubtedly provide overseas manufacturers with greater marketing. Accordingly, Bilibili has already concluded long-term orders with Bandai Namco Dream and Good Smile Company (GSC). For an e-commerce platform, stable customer traffic and strong customer stickiness are the most solid cornerstones. The establishment and development of any platform cannot be separated from such a premise. The development of membership shopping is based on the traffic of Bilibili, which has attracted many "secondary yuan" lovers with its unique content. In China, there are not many websites focusing on ACG culture, and Bilibili, as one of the first websites to grow successfully, has attracted a large number of users with its unique cultural content. With the continuous improvement of the site's functions and the launch of the mobile app, Bilibili has become one of the most popular entertainment platforms. The emergence of Bilibili Member Shop is based on such an audience group and relies on its advantages to ensure both stable traffic and strong user stickiness.

3.2. Disadvantages

3.2.1. Difficulty in the expansion of a single type of commodity.

As a derivative e-commerce platform of video websites, moreover, as a niche culture community-based platform, the variety of goods contained in the membership shopping platform is limited by its original user group. In addition, in the Internet era, the nature of a platform is very easy to be labeled by customers; this behavior for the membership shopping platform both brings traffic and will limit its future development, ultimately leading to the difficulty of the goods sold by the membership shopping platform. It is difficult for the products sold on the membership platform to break out of the confines of the ACG cultural circle. Therefore, instead of simply expanding the variety of products or increasing the exposure of various products to expand the business, the member shopping platform should adopt a targeted marketing strategy to deepen the ACG culture and make good use of these labels to expand the platform's business.

3.2.2. Complex sales model makes operation more difficult.

Unlike the spot trading of bulk commodities, the sales process of the mold play goods is basically a reservation system, which means that the buyer will have completed the reservation of the goods before the goods are shipped, and has even submitted a certain percentage of deposit to the seller, after which the buyer needs to wait for the manufacturer to complete the production of the goods, and then the buyer will make up the final payment when the goods are shipped, and finally the seller will complete the shipment. In the mold industry, waiting for the manufacturer to complete the production of goods is long; in general, buyers need to wait 6 to 12 months. The member purchase platform, as an intermediary, not only needs to complete the financial efficient docking in a timely manner but also needs to narrow the information gap between buyers and sellers as much as possible. During the production period, the platform is responsible for supervising the manufacturing progress of the manufacturer and informing the buyer of the progress information in order to ensure the buyer's shopping experience. This sales method undoubtedly increases the difficulty of the operation of goods and platforms, which brings certain challenges to the operation of both goods and platforms. The e-commerce platform needs to estimate the sales quantity in advance, communicate with suppliers and make production plans; it also needs to negotiate with suppliers and deliver the amount in time when users deliver the deposit and final payment; it needs to accurately grasp the production cycle and delivery time to ensure that the goods can reach customers on time.

3.2.3. Hard to expand business.

Along with the development of the ACG market at home and abroad, its commercial nature has been fully explored, and more and more manufacturers are embarking on this industry in an attempt to occupy a position in this market. However, this has led to the uneven production capacity levels of the major manufacturers in this industry. The platform has limited human resources and it is difficult to compensate for the difference in product information at home and abroad. As an e-commerce platform, Member Buy has to choose to abandon the agency of small enterprises and some niche IP market projects, considering the platform's own interests and the customer's experience. This also leads to limited business expansion ability, covering only a small part of the domestic and international ACG markets.

3.3. Opportunity

3.3.1. The rise of domestic ACG industry and the vast space for market development.

Several years ago, along with the rapid development of the Internet in China, young people were exposed to a wider world, which led to the acceptance of overseas ACG culture by young people in China and the birth of a specific audience group, and the birth of the Bilibili community. And now, with the growth of this group, and the changing needs of users. Domestic groups are beginning to flood into the industry, actively integrating into the wave of Internet development and expressing their demands. Currently, the domestic ACG industry is in its infancy, and Bilibili member purchases can take advantage of this opportunity to strengthen the platform's ties with emerging producers, further expand their market share and brand awareness, and lay the groundwork for future market development.

3.3.2. Independent IP-exclusive products.

Some famous ACG IPs can be regarded as cultural symbols in modern society and have a certain number of fans who are willing to pay for IP-related products or services. The introduction of

independent IPs can also help merchants launch exclusive products and services, which can help them gain more advantages in the market and provide more added value to their products or services. At the same time, more independent IPs can also help merchants improve their competitiveness and pave the way for future competition for market share.

3.4. Threats

Purchase intention is the probability that a consumer will purchase a good or service, divided into two dimensions: positive and negative purchase intention [5,6]. Consumer purchase intention plays a key predictive role for consumer behavior. Along with the development of the platform, the operating and marketing costs are increasing exponentially, and despite the support of manufacturers' commissions and advertising costs of the platform, it cannot make up for the operating cost gap between the platform itself and some small vendors, and the audience groups of such goods tend to be more sensitive to the price of the goods, which means that the price disadvantage will greatly reduce consumers' willingness to purchase and thus lead to customer loss. In addition, the rapid development of the domestic ACG market, there are a considerable number of user-built platforms rely on their own price advantage and the number of goods to attract a considerable number of users. In such a business environment, the relatively high price of the member purchase platform makes it more difficult to capture higher competitiveness in the market, which is a great threat to the future development of the platform.

4. Conclusion

As a derivative business of an online video platform, Bilibili Member Shop has become one of its important sources of revenue. But the success of this business model is based on the huge user base of Bilibili, and the development and evolution of this group according to their preferences and consumer psychology, which requires Bilibili to take secondary culture as a bond and grow with them, so as to gain a head start in future development and gain advantages and opportunities for future development. But the brand-new business model has brought benefits and at the same time brought many problems that are difficult to expect from ordinary e-commerce platforms, and the solution of these problems will undoubtedly be a milestone in this market.

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