

“Bibi” for Bilibili: Taking the Social Demand as a New Breakthrough and Growth Point

Media Plan for Bilibili

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Contents

Market Analysis	3
Introduction.....	3
Background	3
Business scope.....	3
Positioning.....	4
User segmentation	4
Advertising	5
Revenue	5
Overview of China's online video industry	6
Competitive products	7
Strength of Bilibili.....	7
Situational Analysis of Bilibili.....	8
Strength	8
Weakness	8
Opportunity	9
Threat	10
Current Business Model	11
Analysis of the demand side.....	13
Market Analysis Summary	14
Market and Media Planning	15
Objectives	15
Strategy	16
Initial stage	16
Middle stage.....	17
Mature stage.....	18
Tactics	19
Initial Stage: Create "Bibi" group and promote it.....	19
Middle Stage: Improve the "Bibi"	25
Mature Stage: Attract more users to "Bibi" and make profits	26
The Redesign of Bilibili App.....	27
Revised Business Model	39
Conclusion and Suggestion	40

Market Analysis

Introduction

Background

Bilibili (nicknamed B 站) is a video sharing website/app themed around animation, comic, and game (ACG) based in China, where users can submit, view, and add commentary subtitles on videos.



Figure 1: Course of development of Bilibili

Business scope

- Videos: PUGC + OGC, contains various fields, including music, dancing, science and technology, entertainment, movie, drama, fashion, daily life and even advertisement films.
- Live streaming service: live about anime, content creating, game strategy and so on.
- Games: mostly ACG (animation, comic and game) themed mobile games, such as the Chinese version of Fate/Grand Order.

- Program content production
- Value-added service (membership service): pay for more videos, higher quality videos, etc.
- E-commerce: Sales comic exhibition tickets and cultural derivatives

Positioning

Changed from the original subcultural community to the online entertainment community for young people.

User segmentation

According to official data, the ratio of male to female users is relatively balanced, and there is no obvious gender bias in the content of the platform. Nearly 80% of the users are young people under the age of 24, mainly distributed in the first-tier coastal developed areas, of which Guangdong has the highest proportion, and the Z generation (individuals born from 1990 to 2009 in China) with high consumption potential is the main force of the platform users.

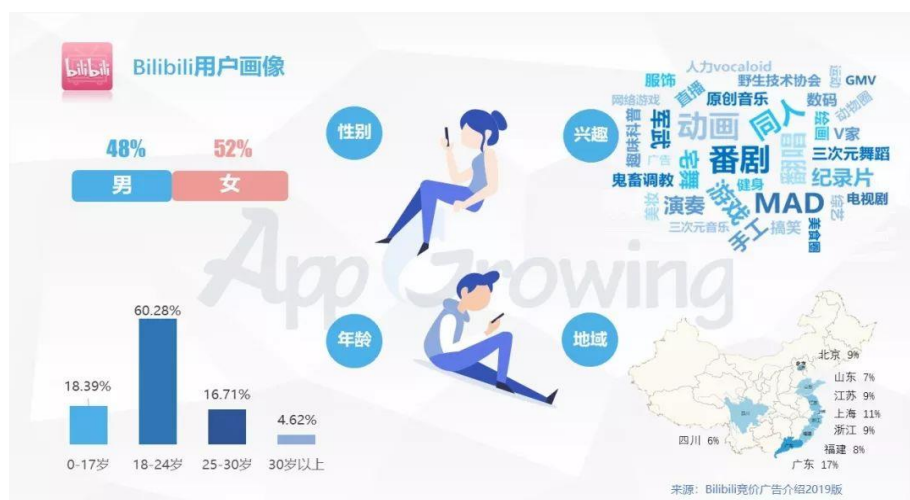


Figure 2: User Profile of Bilibili

Advertising

The game and the education industry account for the largest part of advertising.

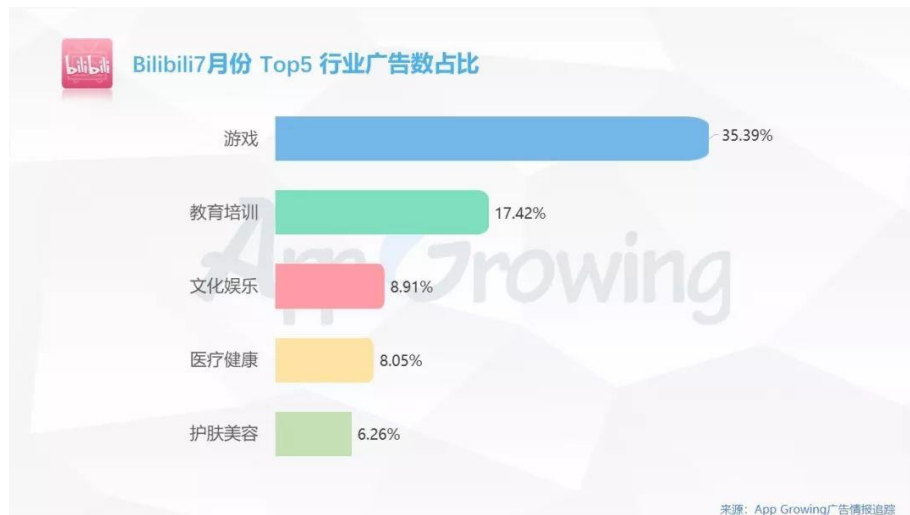


Figure 3: Advertising Proportion of TOP5 Industry of Bilibili

Revenue

- Mobile game (2018: 71.1%; 2019Q1: 63.6%)
- Live and value-added revenue (2019Q1: 21.2%)
- E-commerce business (2019Q1: 7.0%)
- Advertising (2019Q1: 8.2%)



Figure 4: Revenue Streams of Bilibili (2017-2019Q1)

Overview of China's online video industry

According to China Internet Development Report, in 2018, China's online video industry market reached 2016.80 billion yuan, a year-on-year increase of 36.1%.

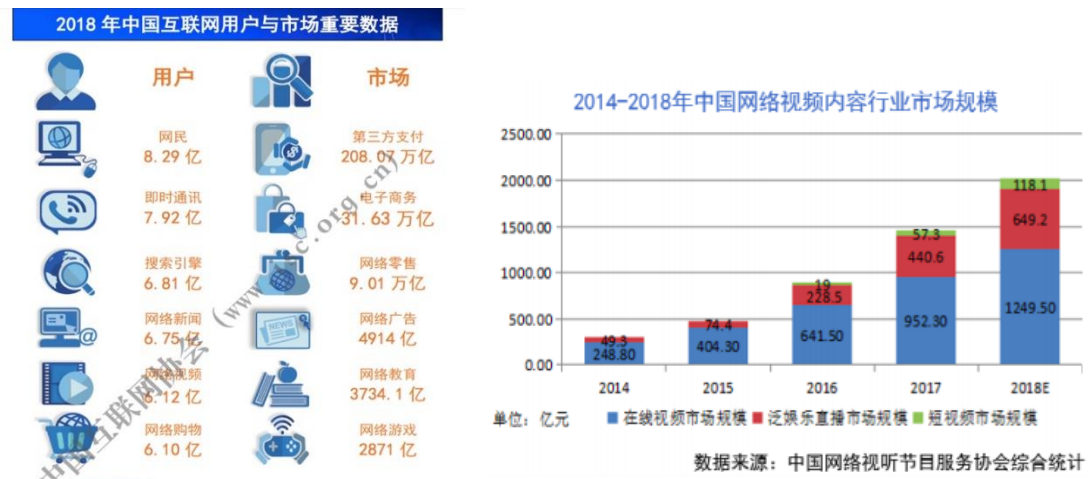


Figure 5: Development of the Internet and online video industry in China

At present, China's online video industry shows an 80/20 rule. The three companies, iQiyi, Youku and Tencent Video have occupied more than 80% of the video market.



Figure 6: Players and the Market of China's Online Video Industry

Three trends:

- a) the “free content + commercial advertising” model will continue exist for a long time
- b) the “pay for content” business model will further develop
- c) the rapid development of short video will boost the whole video industry

Competitive products

AcFun	Tencent Video	TikTok
AcFun, the abbreviation of "Anime, Comic and Fun", is a video sharing website initially orientated as an ACGN (Animation, Comic, Game and Novel) community.	A Chinese video streaming website owned by Tencent. It focuses on developing original content and supporting original programs (OGC), home-made drama, micro-movie, and short film contest and support plan.	A Chinese social media video app for creating and sharing short lip-sync, comedy, and talent videos.

Strength of Bilibili

- Compared with other video websites, the community atmosphere of Bilibili is better, mainly reflected in higher user stickiness and loyalty.
- Bilibili started with the user and screened out the target group through the member answering mechanism, which strengthened the user's sense of community identity and added fresh blood to the content creation of the platform.

Situational Analysis of Bilibili

In terms of situational analysis, our group applies a SWOT analysis to better demonstrate the status quo of Bilibili.

Strength

As an iconic brand of online entertainment in China, Bilibili has become one of the most popular and well-known video sharing platforms in China. According to its financial report, the average monthly active users (MAUs) of Bilibili reached 110.4 million and the average daily active users (ADUs) reached 33.2 million in the second quarter of 2019. And since it has evolved into a full-spectrum online entertainment world, Bilibili now covers a wide array of genres and media formats, such as videos, live broadcasting, mobile game, and so on. To enrich the content, it has bought many TV series, animations, films, documentaries, etc. with authorized edition. Apart from these resources provided by the platform, there are also a large number of Ups on Bilibili, who produce countless videos of various topics every day. And different from those traditional video sharing platforms, there is no advertisement before videos on Bilibili, which provides a better user experience. Both the richness of resources and its no-ads model enable Bilibili to attract more users as well as to keep the existing users.

Weakness

Although the user base of Bilibili is huge, the profit model is of many problems, leaning

too much on games. Compared to YouTube, which makes great profits in advertising, Bilibili has not figured out a perfect way to monetize the way of advertisements. And from users' side, the threshold for them to become a real member is too high, which to some extent guarantee the quality of the users but at the same time it turns out to block many users out of the door to register. As for its contents, it may easily fall into the trap of copyright due to the limitation of content reviewing, as some people will upload contents with no copyright.

Opportunity

From the policy perspective, animation industry in China enjoys a taxation preference and the Chinese government encourages the development of animation creation and production. From the market perspective, according to QuestMobile, the majority of Bilibili's users are Generation Z (individuals born from 1990 to 2009 in China), while the total population of Generation Z is 328 million. And by 2020, 60% of the online entertainment market in China will be contributed by them, which means the potential market there is really huge. Nowadays, the developmental potential of communities on social media or other formats of platforms cannot be underestimated. As the user base of Bilibili have demonstrated strong engagement and loyalty to its community, there is chance for Bilibili to win more users and keep them to stay by diving deeper into the construction of its own social community.

Threat

With the development of video sharing platform at an industrial level, many other platforms (TikTok, Xigua, iQiYi...) are also growing at a rapid speed covering various topics such as animation, cosmetics, games, TV series and etc., which are quite overlapping with the business of Bilibili and therefore may detract its users in the future.

And on the other hand, since there is no mature community for fans and Ups to communicate, they create chatting groups on QQ or Weibo, this action can also detract the existing users.

Current Business Model

Key Partners <ul style="list-style-type: none"> ● KOLs ● Game developers ● Licensed content providers ● E-commerce partners ● Content providers with government backgrounds 	Key Activities <ul style="list-style-type: none"> ● Investigate, create and push creative content ● Website and app maintenance and upgrade ● Collaborate with game developers ● Maintain culture and brand image 	Value Propositions <ul style="list-style-type: none"> ● Provide high-quality content and an immersive entertainment experience ● Build strong emotional connections among users, content and communities 	Customer Relationships <ul style="list-style-type: none"> ● Long-term ● Communities ● Co-creation 	Customer Segments <ul style="list-style-type: none"> ● Age: post 90/00s ● Gender: balanced ● Region: mainly from 1st and 2nd tier city; but new user is gradually sinking and spreading ● Group: <ul style="list-style-type: none"> ■ Nijigen lovers ■ Ups ■ UGC creators ■ Live lovers ■ Drama lovers ■ Others
	Key Resources <ul style="list-style-type: none"> ● Intellectual: PGC, UGC, live broadcasting, games, etc. ● Financial: being listed ● Human: team, culture, community 		Channels <ul style="list-style-type: none"> ● Website ● App 	
Cost Structure <ul style="list-style-type: none"> ● Cost of sharing profit ● Content cost ● Employee cost ● Bandwidth cost 			Revenue Streams <ul style="list-style-type: none"> ● Mobile game ● Live and value-added revenue ● E-commerce business ● Advertising 	

Bilibili applies the Blue Ocean Strategy and captures several new demands from the Z generation. As a video sharing platform, Bilibili develops an uncontested market space, including “two-dimensional culture” (二次元文化) and “bullet screen culture” (弹幕文化), rather than fight over a shrinking profit pool in the attention economy era. This

kind of youth subculture opposes the traditional culture, emphasizes self and pluralistic expression, and pursues novelty, ease and simplicity. Among so many websites and software in the animation and video market, Bilibili initially attracted a large number of Nijigen enthusiasts by the virtue of its excellent community operation, rich Nijigen content, and no ads.

In particular, based on the value proposition, Bilibili create new demands for the user groups. According to iResearch in 2015, the daily online needs of ACG enthusiast groups are mainly watching animations, playing games and reading novels, supplemented by some social activities, in-depth animation behaviors and purchasing behaviors. As a result, not only does Bilibili provide the most timely updated fan dramas and co-operate with two-dimensional game developers, but also it provides real-time communication to platform users by bullet screen. In addition, it enables both users and the Ups to upload their videos and live broadcast. What's more, Bilibili also opens its Taobao shop to satisfy customers' consumer demand.

Notably, Bilibili relies mainly on UGC (User Production Content) and PGC (Professional Production Content) to produce high quality content, laying a huge user base. On the one hand, all the content of Bilibili is free of charge and advertising is greatly reduced for better user experience. On the other hand, Bilibili raises fresh and fantasy elements, such as Nijigen and bullet screen, and creates a wonderful community atmosphere as well. In general, Bilibili adopts the Blue Ocean Strategy with

differentiation, especially in the early stage of its development.

Furthermore, Bilibili utilizes the Long Tail in some aspects. As mentioned above, Bilibili originally focused on subcultural community operation, and gradually transformed into the online entertainment community for the young. Obviously, Bilibili takes advantage of economies on the demand side and shares various videos with the public through the Internet. After grabbing the attention of audience and forming user stickiness, it gains revenue through other channels (such as advertising, popularity, etc.). Content becomes the vitality of Bilibili. In addition, Bilibili takes full advantage of digitalization, namely spreading through the Internet itself, and thus gains a place in the video market. Finally, different from the Blue Ocean Strategy, we can see that Bilibili is constantly segmenting and deepening the audience market to meet the differentiated and personalized needs of different users and create higher values for them.

Analysis of the demand side

- i. Bilibili has formed a community with vertical segmentation of hobbies, which attracts a large number of users with high loyalty and stickiness.



They are looking forward to a more specific channel to communicate with each other.

- ii. One of most popular and important function of Bilibili is real-time commentary subtitle, which strengthens Bilibili's interactive feature.



Real-time commentary subtitle system can be further developed due to growing demand.

- iii. There are WeChat and QQ groups based on uploaders of Bilibili or video contents on Bilibili, which means users have to switch between apps for different purpose.



A built-in social section enables fans to form their own clubs more easily, makes common interest communication more convenient and helps strengthen the community atmosphere.

- iv. Simple videos content and video-based communication can no longer meet the needs of heavy users on the platform.



New feature needs to be developed in order to support the long-term development of the platform, among which social is always one of the deepest needs of users.

Market Analysis Summary

Nowadays, Z generation has become the main consumer of the online video industry in China, and the trend of this industry turns to be entertainment-oriented and youth-

oriented. According to the report, China's online entertainment market has great potential, as does the community's potential for development on social media or other platforms. Competition in the video industry is getting fiercer and fiercer, therefore, how to compete for attention and retain users has become the development goal of Bilibili in the new stage.

Originally Bilibili adopted the Blue Ocean Strategy and has emerged in the market with unique Nijigen culture. Except for this point, we noticed that a big advantage of Bilibili is its existing user community, which is mostly young people, with high loyalty, high stickiness and a strong sense of identity. As for its weakness, Bilibili over-relies on games for revenue, which is the most serious issue among all. In addition, from the demand side, users on the platform are more willing to communicate with whom in common interests. To sum up, in the era of the attention economy, the social community has become a new breakthrough for the development of Bilibili. Therefore, the issue is mainly to optimize the community functions of Bilibili.

Market and Media Planning

Objectives

The objectives of our campaign are set corresponding to the business model of Bilibili in a modified way. Firstly, to increase user engagement and lift their activity on Bilibili

through communities of different focuses, providing a more immersive entertainment experience and building a stronger emotional connections among users.

Secondly, from the perspective of revenue, our campaign is designed to optimize the revenue structure to make profit not only in games but also in its social functions by creating an ecology of Bilibili community and realizing more business possibilities.

Lastly, by introducing multiple kinds of communities, Bilibili will be providing a platform for a wider range of customers, therefore enlarge the total number of users as well the segmentation of users.

Strategy

Initial stage

1. Initial functions

- Build an internal community function on the App: Bibi group, an independent section within the App, in which different groups can be built, allowing members to communicate with each other in their own circles and build intimate relationship with their favorite UPs or streamers.
- Improve the existing interactive functions: Add the function of real-time interaction in the live streaming section, which encourages users to communicated more and enables them to find people sharing the same interests in an easier way and feel

more interactive.

2. Promotion: Mainly Paid media and Owned media

Paid:

- Encourage UPs and streamers to promote their own Bibi groups on other social media as well as Bilibili using soft advertisements, so as to attract fans to join and build a user base.

Owned:

- Internal advertisements on the app, for example, banners about the “Bibi” groups, and pop-up tips about new interactive functions during live streaming.
- Advertisement in games running by Bilibili
- UPs and streamers share their Bibi groups in the timeline (“动态”)
- Promotion activities and campaign can be conducted on the official accounts on social media like WeChat and Weibo, with the fans base, the newly launched “Bibi” group can be spread and known quickly

Middle stage

1. Adjustments and improvements

- According to user experience and feedback during the initial stage, improve existing functions, launch more new functions to meet diverse demands, and fix bugs.

2. Promotion: Mainly earned media and owned media

- Advertisement on social media platforms: The official accounts on social media platforms are its owned media, but when Bilibili launches the campaign and it is reposted, shared and liked, the platforms become its earned media, spreading messages for Bilibili. (E.g. Weibo, WeChat and QQ)
- Recommendation and word of mouth: The first batch of users will recommend these new functions to their friends, and share Bibi groups with those who have the same interest.

Mature stage

1. Build a profit model

- When the Bibi group goes into a mature stage and has built a solid user base, corresponding profit model can be conducted. For example, the membership system of Bibi group provides privilege such as discount, coupons and free trial to high rank users, which relates to other commercial services and encourage users to consume and therefore, we can make profit from it.

2. Promotion: mainly own media

- At this stage, large-scale promotion is not required, since the user base and its development becomes stable. We should focus on the owned media, like Bilibili itself and Weibo, using them to announce adjustments or related news and activities.

Tactics

In order to achieve the three targets, we have established a three-phase strategy (covering the initial stage, middle stage, and mature stage) and made it into corresponding tactics.

Initial Stage: Create “Bibi” group and promote it

An important goal of this stage is that the users can get access to the new function easily. Firstly, users should first notice that the new function is available in the app or on the website. Secondly, users can find where they can utilize the function.

Activity

1. To the users who join in “Bibi” chatting groups:

- Get extra experience points in certain groups
- Get special title of “Bibi” (title: “哔哩哔哩超新星”)
- Get VIP for one month

(*These special titles are for “Bibi” all groups which is different from the titles in certain groups. In “Bibi”, these special titles can only be got from some Bilibili special activities.)

2. To the users who share the news:

- Get extra experience points in “Bibi”

Media Mix

- Bilibili official account on Weibo and WeChat

Bilibili has its official accounts to post articles to the followers on Weibo and WeChat (Figure 7). On these third-party platforms, Bilibili should post a detailed introduction of the new functions, including what these functions are, how to use them and where users can use them.



Figure 7: Bilibili's official account on Weibo and WeChat

- Bilibili games

It is well-known that Bilibili runs several games. Therefore, information of “Bibi” chatting groups can be posted to the players as new activities in the “game” area. In these posts, Bilibili should recommend several famous UPs of this game to players and encourage users to follow these UPs and join in the chatting groups.

The following image is an example of a game run by Bilibili (Figure 8). The notice appears as a joint activity and the link to the chatting group is attached to the notice.

Those who join in “Bibi” group can get benefits in the game and Bilibili.

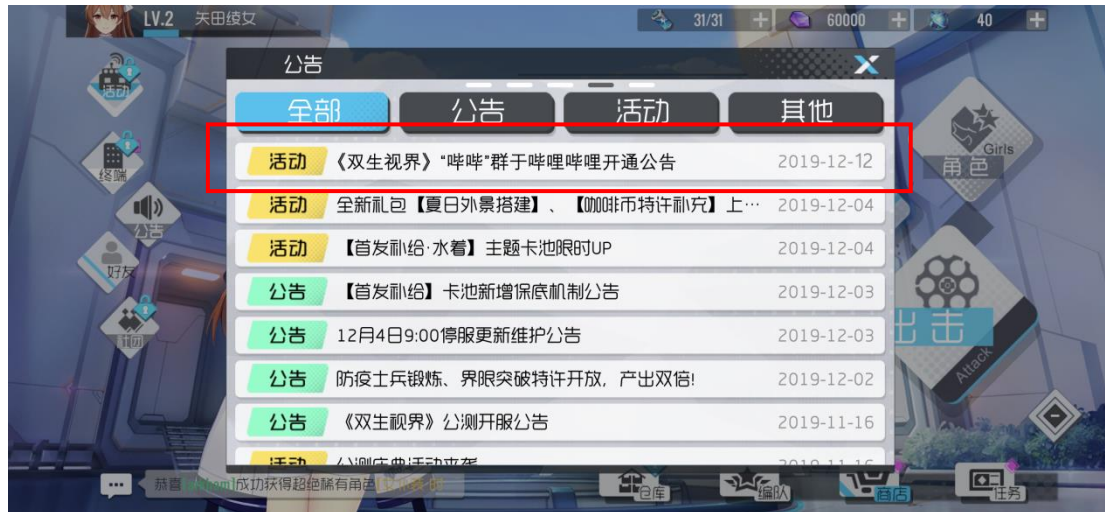


Figure 8: An Example of Bilibili Games

● Bilibili Comics

Bilibili also runs an application providing comics for users. On its index page, a banner posting activities are located on the top (Figure 9). After clicking into the banner, the user can get the information about “Bibi” and recommendations on the chatting groups of some hot comics.

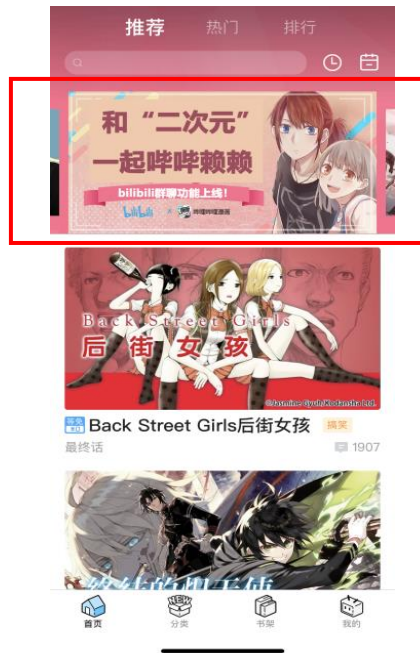


Figure 9: A Banner of Bilibili for Promotion

● Notice on the opening page of Bilibili application

Advertisements of some products usually appear on the opening page of an application. Bilibili can also post the ads on their own new function there to notice the users of it (Figure 10). Then the notification can appear after the opening page and invite users to join the chatting group (Figure 10).

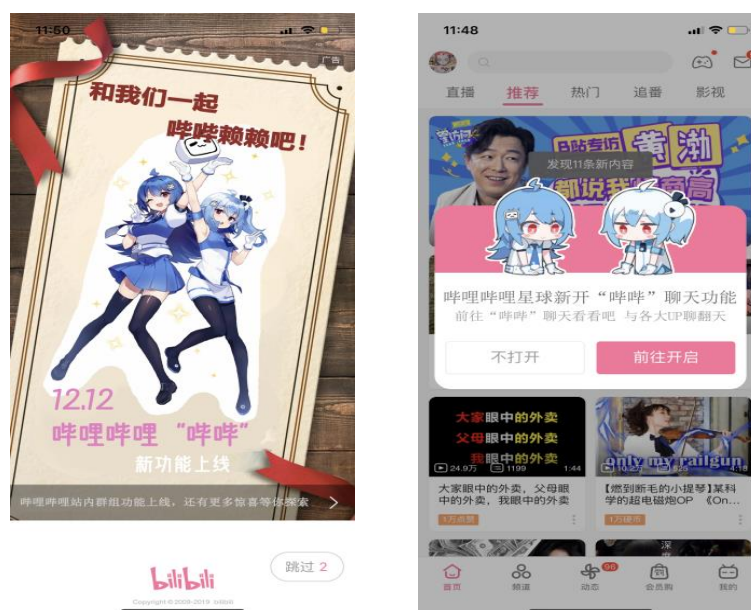


Figure 10: The Opening Page of Bilibili

- **Timeline of UPs**

UPs of Bilibili should be encouraged to promote the new function. They can make short introduction of their “Bibi” group in timeline (Figure 11).



Figure 11: The “Timeline” of Bilibili

- **Banners on index**

Bilibili has no explicit index on the application. The first page that users get into the application is the recommendation (“推荐”) page (Figure 12). While on laptop, Bilibili has an index page (Figure 13).



Figure 12: The “Recommendation” Page of Bilibili



Figure 13: The Index (Home) Page of Bilibili on Laptop

- **UPs on social media**

UPs usually have accounts on different social media. Both WeChat and Weibo has chatting group functions and those followers can join in the group. As another important video social platform, Bilibili also needs “Bibi” to increase usability for users. Bilibili should pay to these famous UPs so that they will help to promote the new function.

Middle Stage: Improve the “Bibi”

After the initial try and promotion, the users of the “Bibi” will be invited to complete an official questionnaire from Bilibili. In this stage, the users are exposed to more activities and benefits as incentive. Meanwhile, the “Bibi” function will be improved as well. New users for “Bibi” are welcomed with no doubt.

Activity

1. To the users who complete the questionnaire:

- Get VIP for one month
- Get priority in “Bibi” group

2. To the users who have already been in “Bibi” chatting groups:

- Get experience points in the groups

3. To the users who join in “Bibi”:

- Get special title of “Bibi” (title: “哔哩哔哩青年”)

4. To the users who share the news:

- Get extra experience points in “Bibi”

Media Mix

In this period, some new functions related to “Bibi” will updated in Bilibili. The main promotion ways are similar to the ones in the initial stage. Bilibili official account on Weibo and WeChat will post questionnaires and the rule of benefits. Other UPs on social media will be paid to send this notice, too. Another important way is word of mouth,

recommendations for “Bibi”. The users of Bilibili should be encouraged to share the link to their chatting groups by themselves.

Mature Stage: Attract more users to “Bibi” and make profits

What Bilibili can do is little in this stage. The activities and the promotion is not as strong as the one in the first stage. Meanwhile, the users who have been in “Bibi” will get extra benefits.

Activity

1. To the users who have already been in “Bibi” chatting groups:

- Get experience points in the group

2. To the users who join in “Bibi”:

- Get special title of “Bibi” (title: “赖赖见习生”)

3. To all users in “Bibi”:

- Users need to collect different cards designed by Bilibili in “Bibi” community.

They can get one card randomly everyday when they enter into “Bibi” chatting groups. Meanwhile, they can exchange their cards in groups to new ones until they collect all cards. By January 1st, those users who have collected all can get red pockets from Bilibili.

Media Mix

- Banners on index page

Similar to the one in the initial stage, after clicking into the banner, the introduction on how to get the benefits and the rules of ranking will emerge out clearly.

- Banners on UPs page

The banners should appear on each UP's profile page where other users can see and when they want to follow the UP. The banners should also appear on the top of every video page.

In summary, we further refined the relative activities, media mix and scheduling in three stages. Next, since Bilibili itself is a big platform as a promotion tool, we paid attention to the internal design of the app of Bilibili, focusing on the improvement of the original function "Timeline" ("动态") and the creation of a new embedded chatting community called "Bibi" ("哔哩哔哩").

The Redesign of Bilibili App

Basically, the "Timeline" page of Bilibili app consists of four parts: "Video" ("视频"), "Main" ("综合"), "Hot" ("热门") and "Publish" ("发布") (Figure 14).



Figure 14: Timeline of Bilibili (old version)

Here we found that there are three main problems with this function.

Firstly, the “Main” page combines both the latest updated videos and image-text messages published by UPs that users follow. This means the “Video” page and “Main” page have much repetition. If the users check the “Video” page first and then turn to the “Main” page, they will find the content is repeated and get bored.

Secondly, the update of the “Video” page is rather slow. For example, the account we tested follows 101 UPs. The interval of two updated videos ranges from 10 minutes to 2 hours. That means users may refresh the “Video” page for several times and find there’s no new video, which cause shorter duration of use.

Thirdly, the “Hot” page performs poorly on cultivating user habit. The “Hot” page

contains popular content from all the website without consideration of users' habits. If there's no relative content which interests the user, why will the user start to use the "Hot" page?

Therefore, we decided to improve the "Timeline" page and add group discussion function ("哔哔") in this page. One reason is that "Timeline" is built upon the social activities among the UPs and users (to some extent similar to Weibo). Another reason is that group discussion is also related to social function, which means it is logical and reasonable to add it here.

● The Redesign of "Main" Page

In order to solve the three problems above, we adjust the composition of "Main" page and place the "Bibi"("哔哔") page next to it (Figure 15).



Figure 15: The Revised "Main" Page of Bilibili

The “All” channel in new version contains the following channels (“Video”, “Hot”, “Topic” and “Nearby”). With the rich supply of content from “Hot”, “Topic” and “Nearby”, users won’t be disappointed by lack of content.

Channel	Content
All	Content from “Video”, “Hot”, “Topic” and “Nearby”
Video	Stay the same
Hot	Hot content from the whole website and recommended content related to the habits of the users
Topic	Basically same as the past, but add some topics from the Bibi Groups
Nearby	The content published by the users nearby, encouraging the social interaction based on the real location

With these changes, we can: 1. Improve the usability and user duration time of “Timeline”; 2. Attract part of the traffic to our new function - Bibi Group; 3. Improve the social function based on real location; 4. Prepare for adding ad flow when the “All” page gets certain amount of traffic in the future.

● The Design of “Bibi” Page

“Bibi” page contains the search box, classification, top banners, special icons and the Bibi groups the user joined (Figure 16).



Figure 16: The layout of “Bibi” page

Searching box is the direct way when searching for the group you may interested in.

The system and editors will recommend some groups for promotion (Figure 17).



Figure 17: The Searching Box of “Bibi”

The classification helps the users find the groups they may like when they don't have specific ideas on their mind (Figure 18).



Figure 18: The Classification of “Bibi”

Top banners are promotional group activities, recommendation for newly founded groups, ads and other information related to Bibi Group.

● The Design of Special Icons: Attract Core Users

According to the discussion about Bilibili's users above, we need to attract these core users and transfer them into the seed users of the Bibi Group. So we design three special groups. All the groups are temporary and open in certain time. After the events are over, the groups will dissolve at the same time.

1. UP's Living Room

UP's Living Room (Figure 19) is a special group inviting famous UPs, KOLs and celebrities to hold an online meeting with fans (livestream). The mode is like flash mob activities. People won't know who will be the host/hostess only after the activity begins. By inviting celebrities like AKB48, Papi and Kris Wu, we predict that UP's Living Room will quickly attract the first group of seed users.

At the same time, we will create an official account for UP's Living Room to publish the rebroadcast of the livestream video. It's a good way to attract users who missed the livestream in the first place.



Figure 19: UP's Living Room

2. Gaokao Not Alone

As Figure 20 shows, a great number of users are around 15-19 years old (19.5%), and

the videos of courses are also popular on Bilibili. Meanwhile, Bilibili are working on its paid online courses now. Taking these factors into account, we will arrange a group named Gaokao Not Alone.

Every night around 20 o'clock we will invite one experienced teacher with high reputation to give an open class. After that we will have online Q&A and promotion for other courses on Bilibili. Apart from the course time, the group provides a special function combining TimeDoser and bullet screen (“弹幕”). Once a user opens the function, the screen will be locked. Only after 30 minutes can he/she unlock the screen for a 5-minute rest and send his/her bullet screen in this group chatting with other participants. We will publish the monthly ranking and provide prizes for the TOP10 participants.

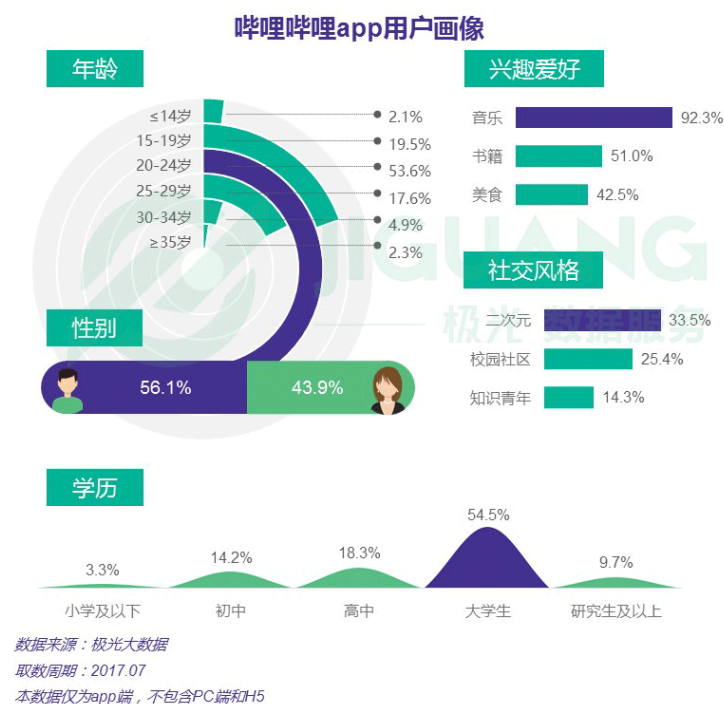


Figure 20: User Profile of Bilibili

3. Insomnia Together

According to a survey¹, the average sleeping time of young people born in 1990s and 2000s is around 23:30-23:50. Before sleeping, they tend to check social media and watch some videos. We provide a special group, opening from 22 o'clock to 0 o'clock next day, as a space for these people to make friends and exchange mind freely. Users can be anonymous, and all the chat record is cleared everyday. Besides, interactive games/functions are included in the group, like Count Sheep and Sleepsong. These will increase user engagement.

● The Operation Mode of Bibi Groups

Generally, Bibi Group is a space for UPs and users to have more real-time and personal communication (Figure 21).



Figure 21: Layout of a Bibi Group (Sample)

¹ 2019 年中国睡眠指数报告, 2019-03-19, <https://www.docin.com/p-2190017997.html>

In the past, if UPs want to build intimate relationships with fans, the usual way is to inform them of the QQ groups in the video description. That means a great amount of duration time is spent out of Bilibili, which in fact can be done inside it.

In order to gradually build the ecology of Bibi Group, we will start by inviting top UPs, KOLs and core users to be the administrator and manage the groups. Administrators can decide the joining regulation or open the group publically. One UP will only have one official group at first, which can guarantee the quality of the groups.

We also create a membership grade system to encourage users to use Bibi Group actively (Figure 22). The higher the users rank, the more privilege they can enjoy. Most privileges are related to Bilibili's other services, which may increase revenue of other core businesses like games, Big Membership(“大会员”), BML and etc.

等级介绍		
等级头衔	等级图标	等级权利
嘴炮入门		额外硬币登陆奖励
嘴炮学徒		入群横幅展示
嘴炮精英		B币充值95折优惠
嘴炮队长		每月获赠课程优惠券1张(10元)
嘴炮团长		享受会员购95折优惠
嘴炮指挥官		每月获赠3张漫读券
嘴炮贵族		开通大会员额外95折
嘴炮元帅		享受BML购票9折
嘴炮王者		享受指定一款游戏95折充值优惠
*以上等级权利为叠加享受		

Figure 22: Bibi Group membership grade system (Sample)

● The Entry of Bibi Group

Apart from the entry on the Timeline page, we will also add the entry of Bibi Group on users' personal page (Figure 23).



Figure 23: Entry on personal page

According to the promotion strategy mentioned above, we will cooperate with other departments of Bilibili, “borrow” some information flow and ad space, as well as figure out activities to promote “Bibi” Group as a new function.

● The Interactive Function of Bullet Screen

Based on our real using experience, the interactivity of bullet screen for livestream video can be improved. There are two types of implementation. For little screen mode, users can click the comment that they want to reply. It will automatically @ the user when you send out the comment (Figure 24). Only the user who was @ will see this bullet screen.

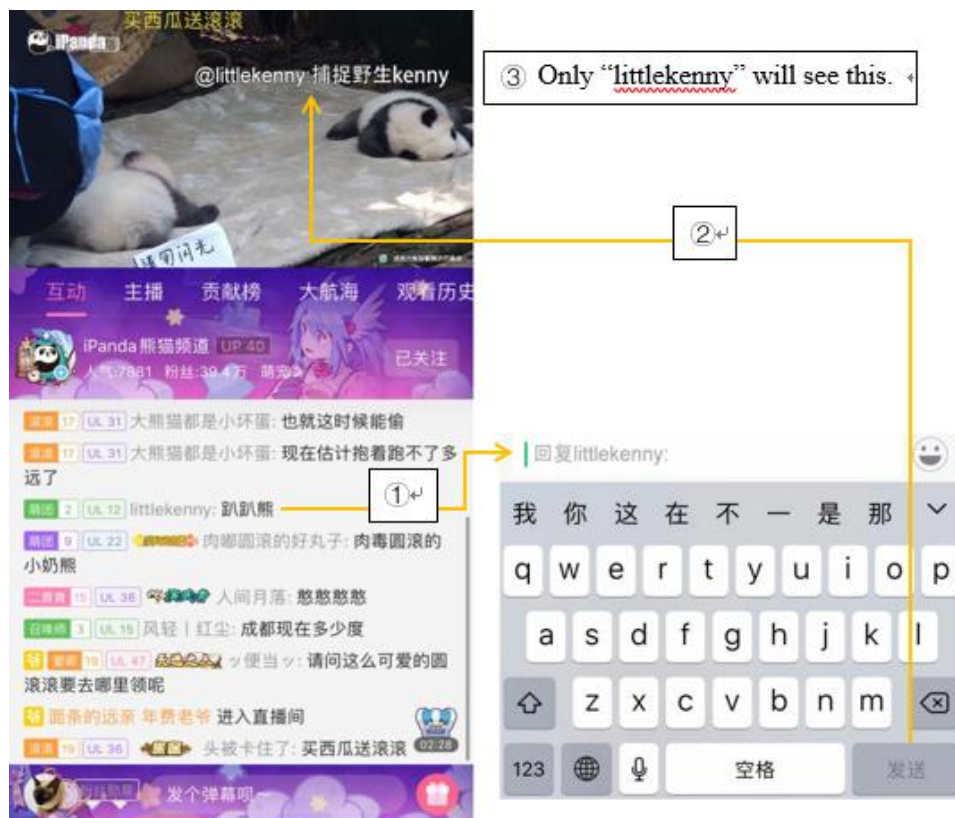


Figure 24: Interactive bullet screen (little screen)

For full screen mode, the effect is quite similar (Figure 25). The difference is that users need to long click the comment they want to reply.



Figure 25: Interactive bullet screen (full screen)

Revised Business Model

Key Partners <ul style="list-style-type: none">● UPs● KOLs and celebrities● Other social media platforms	Key Activities <ul style="list-style-type: none">● Promotion activities and campaigns related to the new social function	Value Propositions <ul style="list-style-type: none">● Build direct and strong social circles among users and communities	Customer Relationships <ul style="list-style-type: none">● Long-term● Tight● Communities	Customer Segments <ul style="list-style-type: none">● Age: post 90/00s● Gender: balanced● Region: mainly from 1st and 2nd tier city; but new user is gradually sinking and spreading
	Key Resources <ul style="list-style-type: none">● Existing community with a huge user base, loyalty and stickiness● high quality content covering a many hobbies		Channels <ul style="list-style-type: none">● Media mix● Online activities	
Cost Structure <ul style="list-style-type: none">● Fixed: Cost of inviting UPs, KOLs and celebrities Cost of promotion activities (prizes, ads flow) Cost of cooperating with other departments● Variable: Employee cost Bandwidth cost			Revenue Streams <ul style="list-style-type: none">● Revenue from community operation● Advertising● E-commerce business	

The revised business model is with the Blue Ocean Strategy. According to the report, we further captured the social demand of Bilibili's users from the consumers' perspective, which hasn't been highlighted so much before, especially in the online video sharing industry. Unlike Bilibili, although many video sharing platforms also applies bullet screen as a means of user communication, few platforms has established their own community, not to mention competition in this area. That is, this proposal for Bilibili is more related to its value innovation based on the existing community.

Conclusion and Suggestion

After ten years of development, Bilibili has become the largest two-dimensional content platform in China, and has continued to grow with the new target of online entertainment platforms popular among young people. To this end, the company expands content products, enhances research and development capabilities, and expands user groups through frequent investment and financing activities. However, it still faces many risks such as fierce external competition, strict market supervision, and expanded losses.

In order to enhance Bilibili's competitiveness in the online video industry and win a better place in the attention economy era, we think Bilibili needs to take the social demand of the platform users as a new breakthrough and growth point. Furthermore, taking the biggest strength of Bilibili into consideration, we put forward a proposal for it, which is to create a new chatting group called "Bibi" in Bilibili, supplemented by a three-stage media mix plan and several supporting activities.

In conclusion, the improvement and optimization of the existing community of Bilibili is promising. Both redesigning the platform or application with more social elements and cooperating with more external media platforms are favorable.