

Research into the "Dedao" Paid Content Ecosystem*

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Abstract—As a leader in the paid content industry, "Dedao" is the focus of the paid content industry. This paper takes the content payment ecosystem of "Dedao" as a case study, and puts forward the characteristics and composition of "Dedao" and the value of "Dedao" to the content payment industry based on the domestic and foreign views on content payment. This paper adopts literature research, case analysis, and user sampling questionnaire to study the "Dedao" content payment ecosystem. The authors of "Dedao" produce high-quality content to obtain income. Users can buy high-quality courses, e-books, audiobooks and other virtual products through "Dedao", or buy products through the physical mall of "Dedao". The authors, users and products have realized a closed-loop ecosystem.

Keywords—content payment; knowledge payment; ecological system

I. INTRODUCTION

Paying for content, also known as paying for knowledge has made an invaluable contribution to the 21st century. With the explosion of mobile Internet, content payment has gradually become an important mode of consumption in modern times. The emergence of a large number of content payment apps meets users' needs for knowledge exchange, knowledge acquisition and cognitive upgrading.

"Dedao" is a leader in the paid content industry. Taking "Dedao" as the research object, this paper provides the foundation for enterprises to establish the content payment operation model and valuable experience for the content payment profit model.

Taking "Dedao" as the research object, this paper conducts a comprehensive and multi-angle research on the "Dedao" content payment ecosystem, mainly including:

First, the "Dedao" of the parent company is briefly introduced and the "Dedao" of the development status of the elaboration, the selection of "Dedao" typical cases for supplementary explanation.

Second, it analyzes the paid content ecosystem of "Dedao".

The research methods adopted for "Dedao" mainly include:

Case analysis method in the research on innovation tend to be in a theoretical innovation on the base, rather than a powerful and unconstrained style or suppress innovation, the phenomenon of evidence and argument on the application situation is relatively clear conclusions, on methodology, pay attention to pragmatism, on the results of the study, while seeking to extend existing theory by analytical principles of internalization. As a typical example of paid content, "Dedao" studies the industry of paid content.

II. LITERATURE REVIEW

A. Domestic Research Status

Li Chengcheng (2017), Zhao Hejuan, founder of Ti Media, believes that Ti Media pays for senior managers and investors. She believes that the paid content ecosystem is different from Ti Media [1].

Zhu Ang (2017) believes that the core competitiveness of "Dedao" is to provide high-quality content to save time for users and saving time itself is worth paying for [2].

Li Tiantian (2017) believes that "scene, function, user, service and delivery" are the basic skills of "Dedao", and "Dedao" is standard and clear in content productization delivery [3].

Lu Wenjing (2017) believes that "Logisiwei" attracted fans through talk shows in the early stage and transformed into current paying users [4].

Luo Zhenyu (2017) from the technology department of Han Wang believes that the fundamental existence of knowledge service industry lies in meeting people's lifelong learning and cross-border learning needs [5].

Han Yudong (2013) believes that user experience has a positive impact on users' purchasing behavior, and a good user experience is a very important thing for an enterprise [6].

Li Guiling (2012) believed that cultural factors, social factors, personal factors and psychological factors could influence consumer behavior [7].

Li Yaqi (2016) believes that in the future, Weibo reward should strengthen the creation of original content, diversify the forms of reward and enhance users' enthusiasm for reward [8].

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Xu Qian (2014) believes that the content payment model has its defects, such as the similarity of the payment market and the neglect of users' personalized needs [9].

Yu Bingbin (2014) believes that the content payment industry should not only do a good job in the market, but also guide users to pay for better recommendation, reasonable pricing and copyright protection [10].

Wang Rui of Feng Huang technology (2017) believes that respecting knowledge and being willing to pay for the knowledge we need should become part of our culture and living habits [11].

B. Foreign Research Status

DF Galletta (2006) believes that consumers have the perception and willingness to pay for online content, and their willingness to pay for content products determines the size of the content payment market [12].

W Dou (2004) believed that the mode of production of paid content, with its heavy operation and scarce resources, is not as easy for audiences as entertainment and leisure content because of its pressure on learning. Users belong to elite groups, which reveal the existence of online users' "free" psychology [13].

S Brundl (2018) believes that the social media business model has changed the content industry. To increase users' willingness to pay, many of today's content providers have moved from simply providing content to providing a social content experience [14].

C Martalazo (2017) believes that the success of the payment model for news content on the Internet is related to its added value, which depends on four quality variables: specialization, differentiation, exclusivity and accessibility [15].

III. "DEDAO" DEVELOPMENT PROFILE

A. Development of "Logisiwei"

"Logisiwei" focuses on mobile Internet knowledge payment business and reaches users through its two core products, "Logisiwei WeChat official account" and "Dedao" APP. "Logisiwei" is affiliated to Beijing thinking creation information technology co., LTD. The company profile is shown in "Table I". The company's financing information is shown in "Table II".

TABLE I. COMPANY PROFILE

Company full name	Beijing thinking creation information technology co. LTD
Vision	Be the best knowledge service provider
Product Method	Not a simple sales, but to improve user experience, improve user value as the basis, to user value as the goal
Company size	300-500
Date of establishment	2014. 06
Location	Chaoyang district, Beijing

TABLE II. FINANCING INFORMATION

Time	Round	Financing amount	Source
2013. 03	Angel	Millions of RMB	Shunwei Capital
2014. 12	A	Tens of millions of RMB	Qiming venture capital, Huang peihua
2015. 10	B	132 million of RMB	Qiming venture, Youku tudou, Liu chuanzhi
2017. 09	C	960 million of RMB	Sequoia capital China, Huaxing new economy fund, Tencent, Hero mutual entertainment, Zhencheng investment

B. Status Quo of "Dedao"

"Dedao" is a product to provide users with the best knowledge, produced by logic thinking team, so that users can get the most effective knowledge in a short time. "Dedao" product lines are: annual subscription, listen to books every day, e-books, quality classes, Li Xiang business internal reference, get books, logic thinking.

The following data are from the public account WeChat of Yiguan qianfan.

- The monthly active number of "Dedao" APP shows a fluctuating trend. From June 2017 to February 2018, the monthly active number is up to 1,185,500 and down to 878,300. The monthly active number is relatively stable, around 1 million. It proves that "Dedao" users have high loyalty and high quality, and it also shows that "Dedao" is valuable and endows users with ability.
- In January 2018, the number of launches reached 34.4062 million, while from August 2017 to December 2017, the number of launches gradually declined. It proves that in the second half of 2017, due to the boredom of some users, the number of "Dedao" is reduced, and "Dedao" users are more enthusiastic about learning in January 2018. It also proves that the "Dedao" paid content ecosystem is successful and attractive enough.
- In January 2018, the month using time is longer, the length of up to 1.5126 million hours, 11 months in August 2017 to 2017 hours used gradually decline, and proves that the user uses "Dedao" is uneven, the wave length, reason may be that is influenced by many factors, such as holidays, working hours, their own workload, etc., when users have plenty of time, a user is rely on to "Dedao", also demonstrated the "Dedao" have enough user viscosity.
- In August and September 2017, the user activity is around 5 days, which means users use it every 5 days to "Dedao". By contrast, the user activity of litchi FM is around 10 days, that is to say, users use litchi FM every 10 days, which proves that "Dedao" occupies a certain time cost of users and indicates the success of the content payment ecosystem.

- The next month retention rate is between 30% and 70%, and the next month retention rate of most users is over 45%. It proves that almost half of users are willing to grow with “Dedao”, and “Dedao” also brings them convenience.

C. User Analysis

- In August 2017, women accounted for 46.33% of active users, while men accounted for 53.68%. It is proved that the “Dedao” audience is mostly male, the content provided is mostly targeted at male, and the male is highly dependent on “Dedao”.
- Users aged from 24 to 30 accounts for the largest proportion, up to 25.27%. With the growth of age, users' usage increases, which proves that users are constantly maturing and growing up? After 40, the proportion of users' decreases, which proves that “Dedao” has a general influence on successful people and the degree of dependence, is reduced.
- There are more users in first-tier cities and super-first-tier cities. It proves that most of the users who “Dedao” are highly qualified users, who have high requirements for knowledge acquisition, and it also indicates that “Dedao” has high requirements for content quality.
- The proportion of medium consumers is the highest, as high as 36.04%. High consumer 10.04%, senior consumers are the elite of society, they are almost the achievers of knowledge is so less need to “Dedao” the opportunity to learn, so the proportion reduced, proved that the medium and high consumer want to constantly improve themselves with knowledge, illustrates the “Dedao” class has a certain influence to the society.
- In August 2018, 24.99% of the users “Dedao” user devices use apple, 17.87% of the users use huawei, and 15.89% of the users use glory. It has been proved that the users who “Dedao” are mostly elites and some senior intellectuals of the society, and the users of “Dedao” APP have certain consumption ability.
- In 2017, “Dedao” has a total of 13306,787 users to study together. According to Luo Zhenyu's live broadcast regular meeting on April 9, 2018, the latest number of “Dedao” users is 18,000,000, which proves users' trust in “Dedao” and their willingness to make progress together with “Dedao”, as well as the success of the “Dedao” content payment ecosystem.

D. Profitability of the Course

By the end of March 29, 2016, the profit of the charged courses, the main types of charged courses include three categories: master courses, subscription columns, and quality courses.

First, the master course is a high-quality course that is offered by the “Dedao” team to invite the big players in various industries to teach.

Second, subscription columns refer to “Dedao” a team of selected experts in a particular area of knowledge to produce a high-quality one-year course.

Third, excellent course is a course created by “Dedao” the team to invite the top talents in various fields, providing users with the most forward-looking vision and insight as well as the latest cognition and talking points.

The total income of master class is 33.109.461 million yuan. The total revenue of subscription columns is 49.9337.168 million yuan. The total income of excellent courses is 35.63.02734 million yuan.

As of March 29, 2018, the total revenue of the three course categories is 568076902.4 million yuan. The number of course subscribers is increasing all the time, which means that the net profit of “Dedao” is constantly rising. The course is a one-time input cost, and with the increase of the number of subscribers, the marginal cost is continuously reduced until it drops to zero. Generally speaking, the subscription model of “Dedao” is successful.

IV. ANALYSIS OF “DEDAO” PAID CONTENT ECOSYSTEM

A. User Questionnaire Survey Data Analysis

The First of all, a questionnaire on the usage of “Dedao” APP users was made and analyzed for the “Dedao” content payment ecosystem. 83 questionnaires were distributed on the Questionnaire Star, and the valid ones were 83. Based on the recovered questionnaires, the following conclusions were drawn.

First, after using the “Dedao” users, 86.75% of all think of “Dedao” in the pay for content industry is one of the most outstanding product, 13.25% of users find the Himalayan, points a, Zhihu do also is pretty good, in the context of the present data show, “Dedao” there is no doubt that the user is a trusted product in the heart, also proved that “Dedao” is excellent in the pay for content industry.

Second, almost all users think that “Dedao” to provide free courses logic thinking, Li Xiang business insider is one of its major features. It shows that the free courses “Dedao” are extremely attractive to users, which is also related to the fans Luo Zhenyu has accumulated over the years.

Thirdly, the proportion of the selected courses subscribed by users is relatively even, indicating that users have a wide range of learning interests and they are eager to get some new knowledge. In the quality of the class attraction, some think more incisive, nutritious; Some think the content has depth and attitude; Some people think that these courses have new ideas, new cognition, understanding users' pain points, and they are all about things that users are also curious about; Some think that these courses have both academic literacy, and can lead users to the introduction; Some think it can solve practical problems. Users who subscribe to how to be a good speaker say that because they are graduating and facing a choice, listening to speeches can help them choose a career. Users who subscribe to how to become a master of effective learning say that this kind of knowledge belongs to critical knowledge, and how to learn is the cornerstone of learning. It can be seen that “Dedao”

quality courses meet the requirements and pain points of the public, and can effectively help users solve problems.

Fourth, among the master courses subscribed by users, the proportion is even, indicating the diversity of users' interests. It is generally believed that master courses are attractive and easy to understand, which enable users to understand their own blind spots in the field, provide a higher perspective, broaden the user's perspective, and are of great value to users. Users who like the outline of Chinese history say that the reason for subscription is that the outline of Chinese history is multi-dimensional, not as one-sided as the general history, more interesting. Users who like Liang Ning's product thinking course say that no matter what industry they are engaged in, everyone should become their own product manager and know where their selling points are, so that people can get the satisfaction of being down-to-earth. "Dedao" with knowledge to help their users constantly find their own position, constantly let the user to empower themselves, this is also "Dedao" do good reason, worthy of the same industry learning place.

Fifth, in the column of subscription, the proportion of the two courses of economics of Peking University of the business school and Xue Zhaofeng in the 5-minute subscription is relatively high, and the proportion of the other courses is even. Users generally think that these courses are worth learning. The teacher has analyzed each case thoroughly and seriously, paying tribute to these teachers. Users who liked the 5-minute business school said the course was practical and had advanced ideas. Users who like Xue Zhaofeng's economics class say that everyone loves money, but they should understand the underlying logic of money, know how to understand money and control money, otherwise they will become slaves of money. Users who like the letter from Silicon Valley say that people in this era are lack of knowledge. These experiences are given to users by "Dedao", which is also the reason why "Dedao" can grow up quickly, because there is a good user experience, enabling users.

Sixth, there are a majority of users have bought "Dedao" in the listening products, they almost all think the recommended book is valuable to themselves. It proves that the "acquired" user portrait is constantly improved and the user's interest is understood.

Seventh, half of the users on the "Dedao" the real mall to buy a product, most users in physical store on spent 300 yuan of above, proved that "Dedao" physical mall items is worth buying, although the product premium is higher, but users are willing to spend money on, illustrates the user is very believe, to "Dedao" and "Dedao" is definitely recommend good for users, for users to save time, it is worth learning.

Eighth, 59.4% of the users have seen the live broadcast of the big players in "Dedao", while 40.96% of the users have not seen it. Users who haven't seen it may be because of the time, etc., among those who have seen it, some users think that they will remember more knowledge in face-to-face live broadcast; some users think that live streaming is very friendly, knowledgeable and broadens their horizon.

Some users think they want to subscribe directly after each viewing; Some think dry goods is finite, part sells a product namely, but not be hated. It shows that live broadcast is very attractive, which can attract users to buy products, create more benefits for the company, and enable users to learn more knowledge and increase user stickiness.

Ninth, most users spend less than one hour on "Dedao" every day, which indicates that "Dedao" has adhered to its original intention and saved time for users.

Tenth, 30.12% of users spend less than 100 yuan on "Dedao", 45.78% of users spend 101-500 yuan on "Dedao", and 24.1% of users spend more than 500 yuan on "Dedao", which proves users' preference for "Dedao".

Eleventh, Most users spend more than 100 hours on "Dedao", while a small number of users spend more than 1,000 hours on "Dedao". The number of notes is mostly 100 or more consecutive learning days, which proves that "Dedao" is necessary and valuable for users.

Twelfth, 91.57% of users think that they have spent time and money to learn what they want to learn through "Dedao", and only 8.43% think that "Dedao" means that "Dedao" meets users' needs and serves users.

Thirteenth, the survey concluded that "Dedao" the biggest characteristics are: rich knowledge, convenient; Speed can be adjusted to make full use of the time on the road; Users can use fragmented time to learn what they want to learn and useful knowledge, regular meeting open to the public; Have faith; High quality content; Knowledge more assured, guaranteed; Rigorous product output, the face of the charge; Consideration for users. In conclusion, "Dedao" serves users attentively, and users also feel the sincerity of "Dedao" and are willing to learn together for a lifetime.

B. "Dedao" Ecosystem

The author of "Dedao" is a master in the field of knowledge, willing to put their life learned knowledge and experience into knowledge product for the user services, matching degree is high, they have repeatedly polished product service point of view, is the industry's big coffee. They provide users with the most forward-looking vision, as well as the latest cognition and conversation, such as: Ning Xiang-dong teacher, Xue Zhaofeng teacher, Liang Ning teacher and so on, they are designed to save time for the user, for the user can assign, help the user to be the best himself.

With the professional knowledge into the content of the service is delivered to the users, the products before online are usually equipped with professional personnel after about half a year of time polishing, "Dedao" has been sticking to directly responsible for the content quality, experience and value, insisting that all best things presented to the user, let the user because the phone installed proud "Dedao", such as "listen to this book every day" product, each a "listening" after five working procedure, six professionals, an average of 203 hours of rigorous grinding, finally enrichment for more than twenty minutes of audio. According to the "Dedao" APP user usage questionnaire, users who use "Dedao" all

consider it to be a product with extremely high knowledge quality content.

Users of “Dedao” are a group of good people, they have their own thoughts, treat things have their own unique insights, they like to study, with some of the more good people together to explore new things, they feel that learning is a lifetime thing, only by constantly learning new knowledge in life will not be eliminated, in order to keep up with the pace of social development, the future success of their learning as the capital, and believe that only by constantly learning to get along with people better than himself, to become the best of themselves, they want to master his own life.

“Dedao” cooperates with major publishing houses, publishing companies, individuals with e-book copyright selected full-edition e-books, quality win. Every day, there are 6-8 new e-books, at least 3 in the categories of economic management, personal improvement, efficiency and skills, and at least 2 Chinese and foreign classic literary works. The remaining 2 books can be adjusted at any time according to the bibliography provided by the publishing house. “Dedao” listening has its unique charm, the first is “Dedao” commend editor of the book, the other is a selection of books, a third have guess you like the book, open listen to VIP is 365 yuan a year, one month is 48 yuan, only 0.1 yuan 7 days trial, “Dedao” every book after five working procedure and the average 203 hours of grinding and checks. 2392 books have been polished as of April 12, 2018.

C. Features of “Dedao”

“Dedao” constantly instills in their users a new idea that our knowledge must be the best. In “Dedao” pay for content of ecological system, we can see that their content is one of the best of authors, their content is the best, is the best of their knowledge, they recommend goods is the best, “Dedao” also constantly use own practical action to tell the user, as long as a lifelong learning with us, we will be the best himself. They do not accept the “Dedao” advertising on the lottery, giving up a chance to attract traffic; In 2018 they became the most powerful brain sponsors, “Dedao” constantly use practical action to tell their customers they are the best, they will always be with the best people fight together, this also to pay for content in the colleagues to make an example of the industry, you only attentively polishing your product, for the user can assign, enterprises can go more long-term.

V. CONCLUSION

In the content payment industry, in order to survive and maintain the leading position, the only way to “get” is to continue to innovate knowledge iteratively, to do a good user experience, to produce products more in line with user needs, and to continuously empower users.

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