

# Research on Risk Management under Sharing Economy

## -- Taking Qingju Bicycle as an Example

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### Abstract

As the most powerful development model to solve the waste of resources and make people's lives more convenient, the sharing economy plays an unshakable role in the market economy and the hearts of the people. Although the advantage of sharing economy lies in reducing transaction costs and rational allocation of resources, it also brings risks in resource sharing management of sharing economy. Based on this background, this paper takes Qingju bicycle as an example and adopts SWOT analysis method to analyze Qingju bicycle from the perspective of optimizing resource allocation. Analyzed the problems and risks of Qingju Bicycle Company, such as replacement of old bicycles, insufficient GPS stability, gradually disappearing advantage of deposit exemption policy, limited distribution channels, loss of users caused by price increase, and small increase of users caused by insufficient advertising. Under Shared economic do product positioning and the precision of parking system, perfect maintenance, the difference between the bike loss of pricing, according to the travel habits of the existing Shared cycling for unified preferential pricing, cycling campaigns and the development of new media platforms and offline promotion and an increase of cross-border cooperation risk management measures such as sales promotion.

### Keywords

**Sharing Economy; Optimize the Allocation of Resources; Operational Risk; Operations Management.**

### 1. Introduction

At present, sharing economy has penetrated into every aspect of human social life, and with the development of society, it has brought new ideas. The idea of the "sharing economy" was first developed by Marcus Felson, a sociology professor at the University of Texas, and Joe L. Spaeth, a sociology professor at the University of Illinois, In his 1978 paper "Community Structure and Collaborative Consumption," A Routine Activity Approach was proposed for the first time. In this paper, two professors used "collaborative consumption" to describe this lifestyle, whose main feature is that individuals realize point-to-point direct exchange of goods and services through A third-party market platform. Sharing economy + transportation, which is the most widely affected area of sharing economy in the world, is born as follows:

1. Taxi sharing. The representative enterprise is Relay Rides, which was established in 2008 to realize resource integration and sharing of private cars. 2. Sharing rides is no longer the benefit of sharing idle vehicles alone, but the value of vehicles in use can be obtained by sharing the location of vehicles, which is called sharing rides. 3. Shared parking. 4. Bike-sharing. Bike-sharing originally came from the campus of Peking University. In order to promote low-carbon and environment-friendly transportation and solve the problem of convenient transportation for campus students, the earliest Mobike and OfO were born in China. Although in just a few years, the ups and downs of the commercial market on bike sharing, although at the beginning

of the concept of sharing economy, but ultimately, the failure of the cause is closely related to risk and management. The so-called sharing economy means that institutions or individuals with idle resources give the right to use the resources to others for a fee, so that the transferers can get returns and the sharer can create value with their idle resources [1].

The development of sharing economy has brought about obvious changes. Consumer surplus has greatly increased and consumers have become the ultimate beneficiaries. The development of sharing economy makes excess capacity create value and improves the utilization rate of resources; It has achieved the goal of mass entrepreneurship and reduced the cost of entrepreneurship. Created a new marketing model, created a new business value; It innovates the channel of realizing realization of knowledge. Although sharing economy has brought a lot of convenience to people's life and promoted the development of economy, it started late in our country and there may also be a series of risk and management problems. Taking Qingju Bicycle as an example, this paper analyzes and discusses the possible risk management problems and solutions of sharing economy by using the corresponding economic management theory analysis method.

## 2. Green Orange Bicycle Development Status

### 2.1. Brief Introduction of Green Orange Bicycle Company

On September 9, 2015, Didi Dache was renamed Didi Chuxing. Qingju Bike, a bike-sharing brand owned by Didi Chuxing, was officially launched in January 2018, symbolising a slightly green but hopeful fruit. At the time of its launch, Qingju Bike was really young, but it is very promising in China's bike-sharing market. Since its establishment, Qingju Bike has been committed to creating healthy, green, environmentally friendly and convenient travel services, and is committed to creating a better and safer way to travel, so as to bring better experience to users. ReFor most shared bikes, the profit models are time-sharing rental + deposit model, advertising profit model and big data profit model. The green Orange bike is a "deposit free" model. This mode reduces the cost of users and avoids the risk of asset loss caused by non-refund of deposit. Green orange bikes from the business model of the deposit security provides guarantee for the user's funds, but green orange bike gave up the deposit income also lowered its profit channel, but for now, the profit pattern of green orange bike rental model for the low income and high cost, the profit pattern of single is main reason leading to the profitability of a weak, has been in the single mode and if long term business, Will lead to a decline in profitability, or even loss. The shortage of funds will restrict the development and upgrading of its products, which is not conducive to development.ference

### 2.2. Current Situation of Bike-Sharing Industry and Development of Green Orange Bikes

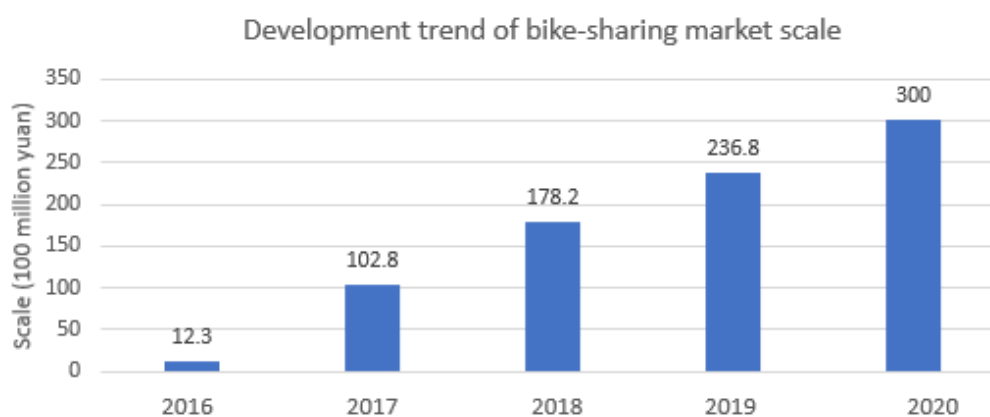


Figure 1. Data source: Qianzhan Industrial Research Institute

In 2015, more than 2,000 shared bikes were on Peking University's campus, and by 2020, 1.517 million shared bikes had been put on the market. Plus shared bikes, but the number of bikes you want to share is more objective.

As can be seen from Figure 1, bike-sharing, as an emerging industry, developed rapidly from 2016 to 2020. The market scale of bike-sharing increased from 1.23 billion yuan in 2016 to 30 billion yuan in 2020. Due to the saturation of the market, the development speed of shared bikes is not as fast as at the beginning, but it shows a growing trend every year. Since 2016, with the rapid development of the sharing economy, a variety of bike-sharing brands have suddenly appeared in the domestic market. As of September 2019, there were about 20 million shared bikes in China, covering more than 300 cities, with nearly 400 million registered new users and an average daily order of about 47 million, according to a report on the Development of Shared Mobility in China (2019) released by the State Information Center. The use of shared bikes is growing exponentially. Such drastic changes bring great opportunities and risks. According to the report "China bike-Sharing Market Special Analysis 2019", there are quite a few problems in the development of China's bike-sharing industry that have not yet been solved and need to be solved. First, the initial investment in bike-sharing is huge. As companies bombard their customers with perks to gain more market share, their costs soar. And many companies have not yet survived to the profit stage has no funds to continue to support, financing failure, leading to bankruptcy. Secondly, the flow of people in many cities is small, and the daily public transport can already meet the needs of commuting. As a result, a large number of shared bikes are put into use but no one is using them, which wastes resources and advertising costs. In addition, many bike-sharing companies have launched a large number of shared bikes in order to occupy the market, but the maintenance and inspection and other offline work have not been improved in the later stage, which leads to increased maintenance costs, poor customer experience and declining reputation. Thirdly, the service life of shared bikes is seriously overestimated. The frequent occurrence of natural damage, man-made damage and even private use of bikes is an unexpected result for many enterprises. The high cost of repairing and replenishing new cars makes many businesses headache.

Qingju Bike is not the first bike-sharing brand to take the plunge. China's bike-sharing industry began to emerge in 2014. As an emerging market, this "cake" cannot be monopolized by one company. But Ofo has a huge advantage as one of the first bike-sharing companies in China. Figure 2 shows that in 2018, Ofo took more than half of China's bike-sharing market, accounting for 51.2 percent, while Mobike took 41.1 percent, while other brands accounted for 8.7 percent.

share of bike-sharing market in 2018

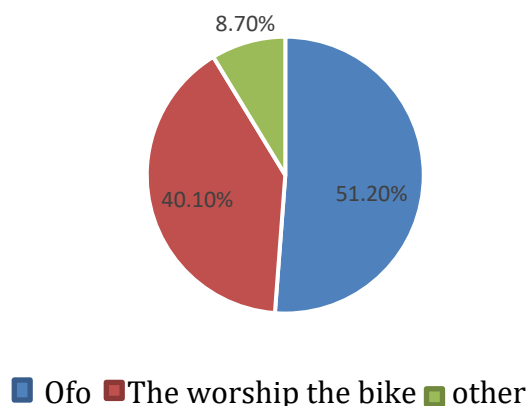


Figure 2. Is from Baidu Wenku

But at this point, the green orange bike also is in the infancy of development, in 2016-2018, these two years the development of the middle orange bike very slow at the same time, it is extremely difficult, since the second half of 2017, was crazy by capital of Shared cycling industry into the "ice age", quietly quickly fell into a cliff, the voice of the collapse spread through the streets, It's a sigh. According to a report provided by the Ministry of Transport, more than 20 of the 77 bike-sharing companies in China closed down or suspended operation in 2017, accounting for a large proportion, while the surviving companies were also affected by the crisis, and their use was significantly reduced. In 2018, the original situation did not get better. Corporate financing slowed down and more bike-sharing companies ended their lives. The most well-known bike-sharing company, Ofo, also broke shocking and disappointing news at the end of the year: Ofo's capital chain broke, its operation stalled and 12 million deposits could not be returned. This has led to a sharp decline in public trust in the bike-sharing industry, making it more difficult for the industry, which is already emerging for financing, to raise money, which is even worse for the fledgling Qingju Bike.

In 2013, Michel Walker first put forward the gray rhino effect at the Davos Global Forum. It refers to a potential crisis with high probability and great impact, such as the gray rhino on the African grassland. It seems clumsy, but once it is provoked, it will exert full force and bring extremely serious consequences. This time, under the influence of the "gray rhino" effect, the bike-sharing revolution has turned into a heap of scrap metal and countless cash holes in an instant. It has been proved that the Chinese market really needs the sharing economy like shared bikes to achieve the win-win goal of consumers and enterprises. Even in the unprecedented crisis, shared bikes did not disappear, but reborn weeds after fire [2]. Once again there was hope. At the end of 2017, Didi Chuxing, a Beijing-based Xiaoju technology company, gave up its bid for Ofo after difficulties. Instead, it bought Bluegogo, repackaged it and upgraded it to Qingju Bike. In the next two years, it became one of the "big three" in China's bike-sharing market. FIG. 3 shows that in 2020, Qingju Bike, Harrow Bike and Meituan Bike replaced the previous Ofo and Mobike and almost completely occupied the market. Shared bikes accounted for 36.4 percent, 30.1 percent and 26.9 percent of the market, respectively. Meanwhile, Ofo and Mobike have disappeared from the market altogether.

share of bike-sharing market in 2020

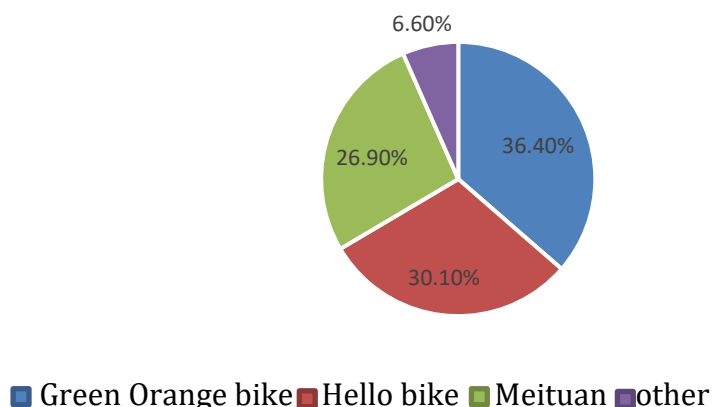


Figure 3. Data source: China Economic Industrial Research Institute

It is no accident that Qingorange Bicycle has been able to pull back the declining trend of the sharing economy. After accurately analyzing the current market situation and learning from the experience of the pioneers, Qingorange Bicycle recognized its own capital to continue to develop the sharing bicycle. First of all, as a domestic technology giant, Didi Chuxing, a Beijing

Xiaoju Technology Co., Ltd. has sufficient funds to cope with the huge cost pressure at the initial stage of launching the bikes, and sufficient mass production and layout capabilities to seize the market in a new round. Shared bikes first appeared in university campuses. As can be seen from Figure 4, the main group of green orange bikes is young people. The Green Orange bicycle has increased the investment in the field of electric cars. Especially for young office workers, electric cars are more cost-effective and effective than bicycles, which save labor and shorten the commute time. Finally, at the beginning of the development of bike-sharing, the maintenance and care of the bikes was obviously insufficient, and the planning was obviously poor, which was also one of the reasons that a large number of bike-sharing enterprises eventually went bankrupt. Therefore, the strengthening of Qingju bicycle in this aspect not only solves a large number of employment problems, but also ensures that the number of effective use of Qingju bicycle increases, reduces the input cost, reduces the driving danger, and improves the comfort of users, so as to further lay a good foundation for public praise and make steady progress in usage. In the process of changing step by step again, Qingju Bicycle is expanding its market and gaining a firm foothold in the bicycle industry, especially in first-tier and second-tier cities and surrounding areas, constantly attracting financing and developing the company's technology, forming a virtuous cycle [3].

Example of age group of bike-sharing users

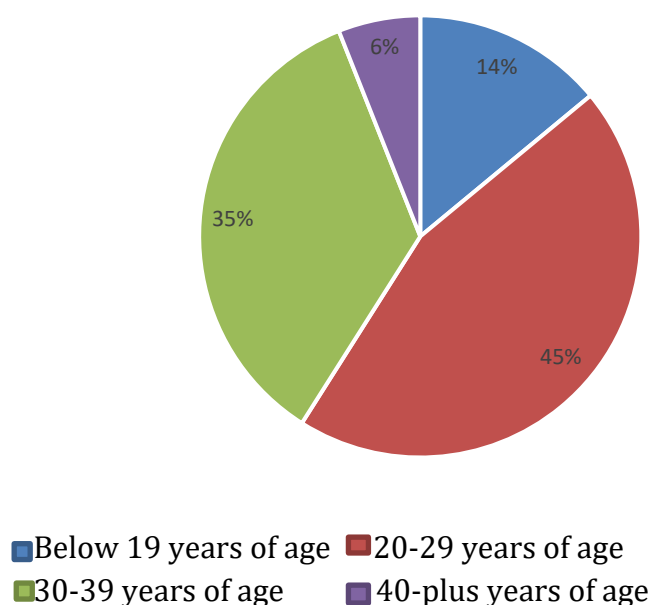


Figure 4. Data source: Baidu Wenke

### 2.3. SWOT Analysis of Green Orange Bike Sharing

#### 1. The advantage

As one of the popular products of Didi, Qingju Bike enjoys strong financial strength from Didi Chuxing platform [4]. Backed by mountains, Qingju bike has strong anti-risk ability and enjoys good brand reputation in the industry [5-6]. Compared with other platforms, Qingju bikes do not need to charge extra deposit to ride, which increases the reliability of its brand. Compared with Ofo's dismal departure, which leads to the loss of its customers' deposit and improves users' trust. The Qingju bike is backed by the platform, and wechat can scan the code directly to ride, which is simple to operate and saves users' time and cost [7]. And the relevant survey also reflects that its time billing is also more accurate. Compared with other bike platforms, Qingju Bike has the ability to bear high research and development and maintenance costs [8]. According to the needs of its users, Qingju bike keeps improving and innovating to attract more

audiences. For example, the CEO series of Qingju bikes adopts the technology of "intelligent central control + split lock", which is characterized by the operation of unlocking and locking on the mobile phone without manual locking, making it convenient for users to ride. The survey on the Cymbik also shows that the high satisfaction of users on the appearance of Cymbik is one of its advantages.

## 2. Disadvantage

The high bicycle price is one of its disadvantages. By contrast, the initial riding price of Hello bicycle is 1 yuan, while the initial charging price of Qingju bicycle is 1.5 yuan. Although the short distance seems to be small, as the transportation tool of "the last kilometer", it still quite affects the choice of some users [9]. According to the survey shows that users of Yu Qingjie performance rating is low, a bike in the case of a problem in the operation of the high, and bicycle maintenance efficiency is not high, the late maintenance, more dependent on users' reflection, and the car late maintenance efficiency is not high, the user choose motor, it is easy to meet vehicles ride is not smooth, and cannot see appearance, affect the user experience. Reflect relatively strong problems such as parking positioning is not accurate. On the one hand, customers think they park correctly but the system insists on charging scheduling fees incorrectly; On the other hand, parking is difficult. For places unfamiliar to users, Qingju bicycle is not accurate in locating nearby parking spots, and it is difficult to find the nearest parking spots. As a non-fixed pile parking bikes, relying on users to find a parking spot is the common problem of disorderly parking, affecting the city appearance and obstructing traffic. The operation area is messy and often occurs. When green orange is riding, users need to change buses on the way to another place or cannot ride [14-15].

## 3. The opportunity

In our country, a series of supporting policies and support measures have been introduced to encourage the development of shared bicycles. At the end of 2012, The State Council took the lead in issuing the Guiding Opinions on the Priority Development of Public Transport in Cities, which proposed to vigorously develop the infrastructure and supporting facilities of bicycle lanes, so as to improve the environment for the masses to travel by bicycle [16-18]. In July 2015, according to the relevant guidelines issued by The State Council, the state encourages enterprises to further accelerate the innovation of technological means to promote the further deep integration of "Internet Plus" and public transport network; In August of the same year, the Ministry of Communications, together with ten ministries and commissions, issued the Guiding Opinions on Encouraging and Regulating the Development of Internet Bike Rental to support the development of shared bikes. Subsequently, many economically developed cities issued local documents to solicit public opinions on the management policies of shared bikes. According to the Guiding Opinions on Promoting the Standardized and Healthy Development of platform Economy issued by The General Office of the State Council, bike-sharing enterprises and relevant governments should constantly improve laws and regulations related to platform economy, The focus is on the vehicle quality standards, delivery access standards, deposit management system, security measures, supporting maintenance mechanism, standard parking requirements and other aspects that local governments and consumers are most concerned about; Can be seen from the above different measures of local government, so far, the national units at all levels are in the positive research, repeated proof, standard industry standards, establish a negative list continuously, perfect the relevant laws and regulations, in order to make the further social sharing bicycle industry, bringing, standardization, to guide the healthy development of the industry, Provide important travel choices for consumers [19-23].

In recent years, with continuous improvement of Chinese urbanization, urban public transportation system is constantly challenged, and the growth of motor vehicles has brought great impact on urban traffic conditions. It is obvious that the travel efficiency in big cities keeps



decreasing and the travel experience keeps deteriorating, which wastes many people's valuable time. On the other hand, the problem of urban environmental pollution has also become increasingly serious, and the carbon emission has repeatedly set new highs, which has caused great pressure to the sustainable development of cities and environmental protection. The convenient, green, environmentally friendly and low-carbon travel mode represented by shared bikes can quickly win the recognition of the public. Bike-sharing can further enrich the public transportation network and provide users with more choices for short and medium distance travel, which perfectly solves the problem of the last kilometer.

Threat of 4.

The first threat to the bicycle comes from government regulation. Since its launch in 2018, Qingju bikes have been ordered by the government to make corrections after being illegally placed in Shenzhen, Shanghai and Beijing. The main reason for the interview is that the vehicle reporting rate is too low, the minimum is only 21%, and the actual number of vehicles has far exceeded this data. Therefore, how to increase the market share by not blindly increasing the number of bicycles is the problem that green orange bicycles need to reflect on. The bike is also under threat from other forms of transportation, including e-bikes and ride-hailing. Shared bikes have high physical demands on users and are suitable for riding in short distances. Once the distance is long, it will not only consume a lot of physical strength, but also take a lot of time. Therefore, users are more inclined to use other modes of travel.

### **3. Green Orange Bicycle Management Risk Problem**

#### **3.1. Older Bikes Face Replacement Problems and Lack of Gps Stability**

At the beginning, although Qingji bikes were relatively comfortable when they entered the market, the quality requirements of the bike-sharing industry were not clear, and there was a lot of room for improvement, which resulted in high frequency of damage of the bikes. Many local governments have issued policy documents to regulate the life of bikes: for example, shared bikes must be improved or scrapped after a maximum of three years of use. If the daily wear and tear of shared bikes is not considered, the first green orange bikes are about to undergo technical innovation or be forced to be scrapped. It is estimated that by the end of the year at the latest, all the first generation green Orange bikes on the interface will need to be recycled and updated.

At the same time, many users posted on the Internet to joke about the difficulty of returning shared bikes, saying that they had parked their bikes in corresponding parking Spaces but were wrongly charged because GPS could not correctly identify them. This situation is caused by the fact that sometimes the accuracy of the bicycle positioning system is affected by the weak GPS signal of the mobile smart device terminal, or the range of the parking spot is too small for the user to return the car. In addition, may be due to the number of parking Spaces and parking design presence is not reasonable, part of the users, the need to transport, unable to find a free car parking location, or also need the car the car to far away from their destination parking location, users had hoped to save time by sharing a bicycle, to provide convenient, but waste a lot of time by parking problems, Not as convenient as they should be. These situations have an extremely negative impact on the user experience.

#### **3.2. The Advantage of Deposit-Free Policy Will Gradually Disappear**

Green orange Shared cycling, as it comes to the killer was pioneered and ride free copper, though at first did so successfully cultivating a large number of consumers, and users of the APP utilization rate is rising, but along with our country's credit system gradually perfect, companies have introduced a credit and free, free and policy as the foundation of companies configuration, product homogeneity is obvious. In 2018, the market of bike-sharing industry

has changed from a "Chu-Han dispute" between Mobike and Ofo to a three-way rivalry between Mobike, Green Orange bike and Hello travel. Have rolled out their own policies to avoid detention. The deposit-free advantage of Qingju shared bikes is gradually disappearing.

### 3.3. Limited Distribution Channels

At present, shared bikes can only be distributed through B2C channels [4], which is not the traditional distribution mode, that is, distributors are responsible for connecting users, promoting products and providing after-sales services. It is a model in which companies will offer products and services directly to users. Consumers use the mobile device APP to find available shared bikes in a nearby area by themselves, scan the QR code on the bike to unlock the bike for use, and the operating company will charge the user based on the time spent by the user in riding, and the user can lock the car and pay the fee after arriving at the destination. The key to this strategy is the density, location and size of the bikes, which means that users can quickly borrow and return a car anytime, anywhere. In addition to the above channels, green orange bicycle also has promotion cooperation with local governments. At present, Qingju shared bikes are operating in nearly 100 regions [17], which can obtain a large number of offline traffic resources. In the early stage of development, Qingju fully focused on the market of first-tier and second-tier cities, and did not pay much attention to the promotion activities in third-tier and fourth-tier small cities. Moreover, the successful promotion experience applied in first-tier and second-tier cities could not be completely replicated in third-tier and fourth-tier cities. At present, Qingju bicycle has basically completed the layout target of first-tier and second-tier cities, while the sinking of third-tier and fourth-tier cities is relatively weak. At present, third-tier and fourth-tier cities have been basically seized by Hello bicycles, and it is difficult to get a share of the action. In addition, in some third-tier and fourth-tier cities that want to expand the market, Qingju shared bikes are not eligible for release, which is also a tricky problem. Without release qualification, it means that entering the market is illegal investment. In addition, there are plenty of potential competitors in the sharing economy, and the roads where Xiaoju wants to expand its bike-delivery channels are rough and muddy.

### 3.4. User Loss Caused by Price Increase

Since mid-2019, the price of green orange bikes has doubled from 1 yuan per half hour to 2 yuan per half hour in Hangzhou on a trial basis. Since then, the era of cheap shared bikes has officially come to an end. Although the price increase has been gradual to minimize consumer backlash, it will still lead to customer churn. At present, the main users of Qingju bikes are mainly wage earners and students, who are very sensitive to price fluctuations. Coupled with a number of eye-catching media campaigns, the rise in bicycle prices has sparked widespread debate in society. Many existing users can't help but think that "a bike is more expensive than a bus" at the time of the uproar, quite a complaint. Price adjustment is bound to cause a certain degree of user loss.

### 3.5. Advertising Efforts are not Enough to Lead to a Small Increase in Users

Both online and offline, the publicity of Qingju Bike is not very strong, and the publicity of brand positioning is vague. The public's impression of Qingju bike is only limited to a certain brand of shared bike, without any more profound influence. If the PUBLICITY IS not improved, it WILL BE difficult for THE users of Qingju bikes to achieve a big increase in the long run without new and distinctive features. As the official website of Qingju Bike, there is no detailed introduction of Qingju bike except the various contact information at the bottom of the page and the official page of Didi Chuxing, Beijing Xiaoju Technology Co., LTD. There is nothing new in merely listing its vague features, such as free of detention, safe and easy to ride, and the promotion of civilized riding by scanning the code. In addition, although these slogans will move and float with the mouse, there is no further introduction or explanation when clicked. Moreover, the publicity of



Qingju bicycle in daily life is not strong, and it is rare to see billboards to publicize its advantages. In addition, in the advertising process, the green Orange bike did not show the determination to work towards the target positioning, and people did not have a deep impression on the green Orange bike. In this way, Qingju BIKES ARE ONLY CONSIDERED AS an option in the minds of consumers, and the ability to think of Qingju bikes in the first place when thinking of shared bikes is very small, which is undoubtedly a hindrance to Qingju's occupation of the most important domestic market in the future.

## **4. Green Orange Bicycle Management Risk Resolution Measures**

### **4.1. Precision of Product Positioning and Parking System**

In order to achieve sustainable development, enterprises must have their own core competitiveness. The bikes must also have core expertise in technology. Green orange bicycle in its most basic four technical aspects stronger: GPS accurate positioning, borrow a car to return a car is convenient and time-saving, the charge with reasonable economy, switch lock design and development intelligent. In addition to the core technology, Xiaoju Company should also do the following: 1. Strengthen research and development efforts in new technology development and product positioning refinement, further research and development of BOS system, and realize effective supervision and management of bicycle performance. 2. Clear the matching degree between the user's mobile phone brand and product usage, the compatibility between the stable operation of the background and the operation and maintenance system being or to be developed by the company, ensure the precise positioning of GPS and improve the utilization of the data platform. 3. Make full use of the advantages of the enterprise for precise regulation, carry out the overall planning of reasonable parking areas, improve the time-saving and convenient parking, do stop and go, free return of cars, and help dredge traffic to achieve the ultimate goal of planning reasonable parking spots and scope.

### **4.2. Perfect Maintenance of Cycle Wear and Tear**

In the initial stage of development, Qingju bike-sharing enterprise focused on the total number of shared bikes to occupy more market, but in the later stage, it needed a lot of manpower, material resources and financial resources for management and repair. There are also problems caused by disassembly, breaking or parts theft caused by low quality user groups, as well as daily normal driving losses, there are also hidden dangers to be solved, resulting in the lack of maintenance manpower, maintenance sites are not enough and so on. Solve such problems: 1. We can cooperate with some public welfare social organizations and groups in local cities to timely recycle and maintain the green orange bikes. We can also encourage consumers to monitor and urge each other to find vehicle problems in time, and reward them to a certain extent. As a disguised way to reduce the cost of bike-sharing enterprises and sink the bike consumption rate, it can also mobilize the new and old users' sense of freshness, participation and sense of responsibility to closely participate in social welfare activities. 2. The liquidation strategy can be carried out jointly with local recycling institutions to recycle the obsolete bicycles at designated locations. Firstly, the recycling cost of the enterprise can be greatly reduced; secondly, the overall quality of the bicycles that have been put into use can be gradually optimized, and the user's cycling experience can be indirectly improved in many ways.

### **4.3. Differentiated Pricing -- Unified Pricing According to Travel Habits**

Different pricing for different audience groups, according to the travel habits of the adoption of no fundamental difference. The measures are as follows: 1. A series of market research can be carried out from the aspects of urban life, environmental health, temperature and climate of the customer by using the method of "private customization". 2. Open holidays or working days with discounted car use; Or book a bike in advance and make cycling route planning and scenic

recommendation along the way; 3. Make use of big data analysis to provide preferential activities and measures to frequent destinations. These flexible measures can better adjust the price of bicycle riding and better meet the physical and psychological needs of consumers. Time-sharing pricing can also be adopted, which is also a very effective way to attract bicycle users to turn to green orange bikes as much as possible, so as to bring profits and reputation for the enterprise "double harvest".

#### **4.4. The Development of Cycling Preferential Activities**

Discounts and price cuts are common traditional promotion modes. At the beginning of the development of the bike-sharing economy, the strategies of companies to burn money, subsidize and cut prices did not have a long-term plan. On the basis of learning from its experience and lessons, Qingju Bike-sharing should make full use of the valuable experience accumulated on the platform to understand the needs of target users and potential customers and make precise fixed-point analysis, so as to make preferential activities that can not only attract users but also guarantee the interests and sustainable development of the enterprise. Based on the advantages of enterprise products, highly diverse and highly personalized cycling and related product promotion can be carried out for different users.

#### **4.5. Use New Media to Increase the Development and Promotion of Shared Bike**

online and offline platforms In terms of marketing, Qingju shared bikes should focus on the development of marketing diversity. Create your own APP short video platform. Communicate closely with users in the form of live streaming, understand users' needs and problems encountered in daily use to improve brand image. The platform can also be used to promote outdoor cycling activities to meet the psychological needs of modern office workers who yearn for nature. At the same time, it is also a comprehensive plan to further develop subdivision, sinking and network channel promotion for the marketing of green orange shared bikes.

We can also carry out cross-border cooperation and promotion. Qingju bike-sharing can make use of BOS database, drainage and offline businesses complement each other, and cooperate with businesses in different fields to carry out two-way discount activities. Businesses in the process of cooperation, information sharing, learning from each other, to achieve mutual benefit to improve the overall brand image.

### **5. Conclusion**

In the context of sharing economy, the problems existing in the management process of Qingju bicycle are as follows: Qingju Bicycle company has the problem of replacing old bicycles and the lack of GPS stability; The advantage of deposit-free policy will gradually disappear; Limited distribution channels; Loss of users caused by price increases; Risk management problems caused by insufficient advertising and user growth. It is proposed that product positioning and parking system should be accurate in the sharing economy. Perfect maintenance of cycle wear and tear; Pricing should be differentiated -- the existing shared bikes should be priced uniformly according to their travel habits; The development of cycling preferential activities; The development of new media platform, the increase of offline promotion and promotion, and the promotion of cross-border cooperation promotion and other management measures. In the era of sharing economy, the future development will be win-win cooperation.

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