

## Research on Marketing Strategy of *Boonie Bears* Series Animation

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**Abstract:** The Research takes the most popular series of animation works of *Boonie Bears* in China as the research object by SWOT, 4P theory, PEST and Five-capacity and other analysis methods to research marketing strategy. The results show that the products of the series are abundant, the price is reasonable, the channels are diversified, the promotion is comprehensive and effective. In the future, we can further enhance and strengthen the quality of product innovation, expand marketing channels and improve service quality.

### 1. Introduction

The animation industry is the most representative and energetic component of the cultural industry, and is an important foundation for promoting economic growth and building a cultural power. In 2014, the output value of American animation industry and derivatives reached 700 billion US dollars which was second only to the information technology industry and it became the new growth industry of the United States and the new growth point of the US economy. In 2013, the output value of Japanese animation reached 12.1 trillion Yen, about 120 billion US dollars, accounted for more than 10% of the national GDP and became the third largest industry <sup>[1]</sup>. In 2010, the total output value of China's animation industry reached 47.084 billion Yuan, and the export income was 510 million Yuan. In 2015, the total output value of the animation industry reached 113.158 billion Yuan, and the export revenue was 1.42 billion Yuan <sup>[2]</sup>.

The movies and TV of *Boonie Bears* and other series of animation products were produced by Shenzhen HuaQiang Animation Digital Co., Ltd. (hereinafter referred to as "HuaQiang Company"), since the release of TV animation in 2011, HuaQiang Company has been making nearly 700 episodes of animation, since 2013, more than one movie was released every year, the Research sorts out the box office of *Boonie Bears* released from 2013 to 2018, showing an increasing trend year by year. In 2018, the box office of the animated movie has reached 562 million Yuan, which shows that the creative value-added effect of its animation is obvious. So far, *Boonie Bears* has been broadcasted on more than 300 domestic TV stations and exported to more than 50 countries in Europe and America <sup>[3]</sup>. Today, in the current impact of the international animation market, *Boonie Bears* has become a successful case of Chinese original animation. The research on this series of animations will be helpful to support and help Chinese animation, and can also be used to carry out in-depth and meticulous research to explore its excellent marketing strategies.

Table 1 Box office of *Boonie Bears*' New Year's movie

Name	Creative time	Box office income (RMB)
Boonie Bears: Homeward Journey	2013	103 million
Boonie Bears: Robo-Rumble	2014	190 million
Boonie Bears: To the Rescue!	2014	247 million
Boonie Bears: Mystical Winter	2015	294 million
Boonie Bears: The Big Top Secret	2016	287 million
Boonie Bears: Entangled Worlds	2017	488 million
Boonie Bears: The Big Shrink	2018	562 million

(Organized in this Research, and the source is from Chinese Movie Box Office Center)

As you can see from the above, the current world animation industry has a huge output value. China's animation market is very impressive. However, the proportion of local animation in the market is seriously insufficient. It is an important and worthwhile research topic to rapidly increase the market share of local animation brands. There are many factors in the development. How to add value to other animation products through the marketing strategy research of the local animation brand is an important topic of the Research.

## 2. The Literature Discussion

### 2.1. Marketing

Marketing is to identify and meet the needs of humans and society<sup>[4]</sup>. From a management perspective, marketing is the process of planning and implementing ideas, pricing, promotions, and distribution of ideas, products, and services. The American Marketing Association defines it as: "Marketing is the organizational function and process that creates, communicates, and transmits value to customers and manages customer relationships to facilitate organizational and stakeholder relationships." <sup>[5]</sup>. Yang pointed out that brand marketing must be done in three good ways: good brand marketing organization, good brand talents, and good marketing strategy plan<sup>[6]</sup>.

### 2.2. 4P Theory and 8P Theory

Kotler confirmed the combination method with 4P as the core in marketing: Product, Place, Price, and Promotion<sup>[7]</sup>. On the basis of 4P, Dai added Personal Selling, Public Relationship (PR), Physical Environment, and Process and 8P theory formed<sup>[8]</sup>.

Product related information includes content, price, size, etc. Simmons and the other pointed out that the provision of product information can enhance consumers' credibility and satisfaction to the website<sup>[9]</sup>, while Kim and Forsythe mentioned that product information can reduce consumers' purchase risk<sup>[5]</sup>. Price refers to the total cost that consumers must abandon when exchanging products. In a broad sense, it includes the amount paid by the consumer when purchasing the product, the time spent, the payment term, the matching of service quality and price, and service differentiation. Kotler also believes that the price customization strategy is one of the main sources of revenue generated by the marketing mix, and the additional price is an important source for creating brand awareness and emphasizing brand and product positioning<sup>[7]</sup>. Gao pointed out that competitive advantages can be obtained through lower prices, assisting customers to reduce costs, and providing customers with more benefits<sup>[10]</sup>. Access refers to the place where products or services are provided, which is the most direct trading platform among enterprise, companies and consumers, and as well as the media used by brand owners to establish good brands<sup>[11]</sup>. In the digital era, consumers have changed from receivers to actively participants. In addition, the channels are more diversified, and the sales method of Click-and-Mortar has brought more convenience to consumers and increased their willingness to purchase <sup>[12]</sup>. Promotion is communication, Kotler and Armstrong put forward that promotion is a communication process to persuade customers to accept a product (or service, concept). The spirit is

to convey the superiority (or differential advantage) of the product provided by the enterprise to the target customers and urge them to take action. Kotler proposed three main promotional tools, including advertising, promotional activities and public reporting. Others, such as personnel sales, online media and public relations, also belonged to them<sup>[10]</sup>. Although the effectiveness of promotion tools is not easy to measure, they have a great contribution to marketing performance.

### 2.3. Related Researches

Current marketing research on Chinese animation mainly focuses on the following aspects: (1) industry research, Jin used SWOT to analyze the advantages and problems of Chinese animation industry, pointed out that the advantages included wide-ranging topics, policy support, increasing market demand, late-developing advantages and etc. The reasons for the insufficient development were that the industrial chain was incomplete, the original creativity was insufficient, high-end talents were scarce, and intellectual property rights were wanting and the international competition pressure was too high<sup>[13]</sup>. Chai and Sun took Hangzhou as the research area and SWOT as the research method. They pointed out that the internal conditions were their own competitive strength analysis (development of animation industry cluster, industrial chain and market situation, derivatives), enterprises' investment in capital and technology, the advantages of training and supply of relevant talents, and the external environment was economic and geographical advantages, government support and the threat of foreign competitors<sup>[14]</sup>. Yin and Lou analyzed the international competitiveness of Chinese animation through SWOT, pointed out that the advantages included rich cultural resources, animation patterns left by their predecessors, high technical support and government guidance; their disadvantages were that the creativity level was low, international brands was insufficient, mature industrial models and industrial chains were scarce, the structure of animation talents was unreasonable, and the animation culture was underdeveloped. The opportunity were market advantages and the development of digital information technology; the threats were the introduction of foreign animation products and uncertainty market consumption<sup>[15]</sup>. (2) Case research, He and Liang used SWOT to analyze their internal strengths and weaknesses, the opportunities and threats in the external environment based on Boonie Bears, and had certain reference value for other animation research<sup>[16]</sup>. Tang<sup>[17]</sup> compared the Chinese animation *Hu Die Quan* with the French animation *Le Roi et l'oiseau* and combined with SWOT to analyze the development strategy of Chinese animation, which is only for surface research and lacks in-depth analysis.

Table 2 Related Researches for Animation Marketing

Type	Researcher	Research contents	Disadvantage
Industry research	Jin Ju (2016)	Using SWOT to analyze the advantages and problems of the Chinese animation industry.	Insufficient analysis
	Chai Wanxin, Sun Dapeng (2011)	Using SWOT combined with internal conditions and external environment to analyze the development of animation industry in Hangzhou, and propose a development strategy.	Only for the local animation industry, there is no case.
	Yin Jun, Lou Xiaoqin (2009)	Through the global background to analyze the international competitiveness of Chinese animation and its countermeasures by SWOT.	Focus on the macro level and lack of micro- research.
Case research	He Qihong, Liang Han (2010)	The internal advantages and disadvantages of animation enterprises, opportunities and threats in the external environment are comprehensively analyzed by SWOT.	Analysis is only for the animation <i>Pleasant Goat and Big Big Wolf</i> .
	Tang Ying (2011)	Through the comparison of Chinese animation <i>Hu Die Quan</i> with the French animation <i>Le Roi et l'oiseau</i> combined with SWOT to analyze the development strategy of Chinese animation.	The SWOT analysis is insufficient.

(Organized in this Research)

### 3. Research Design

#### 3.1. SWOT Analysis

An animation film with successful marketing must comprehensively analyze the internal advantages and disadvantages, opportunities and threats in the external environment, and formulate a correct business strategy. Andrews put forward SWOT analysis to analyze the advantages and disadvantages of its internal operators as well as the opportunities and threats faced by the external environment from the internal and external aspects of the organization, so as to provide the operators with appropriate operational goals and competitive strategies. SWOT analysis is to make full use of internal strengths (S), weaknesses (W), opportunities (O) and threats (T), so that managers of the organization can understand the current situation and future development of the organization, make a correct positioning for the organization, and formulate a set of strategies suitable for the organization to implement.

#### 3.2. Research Structure

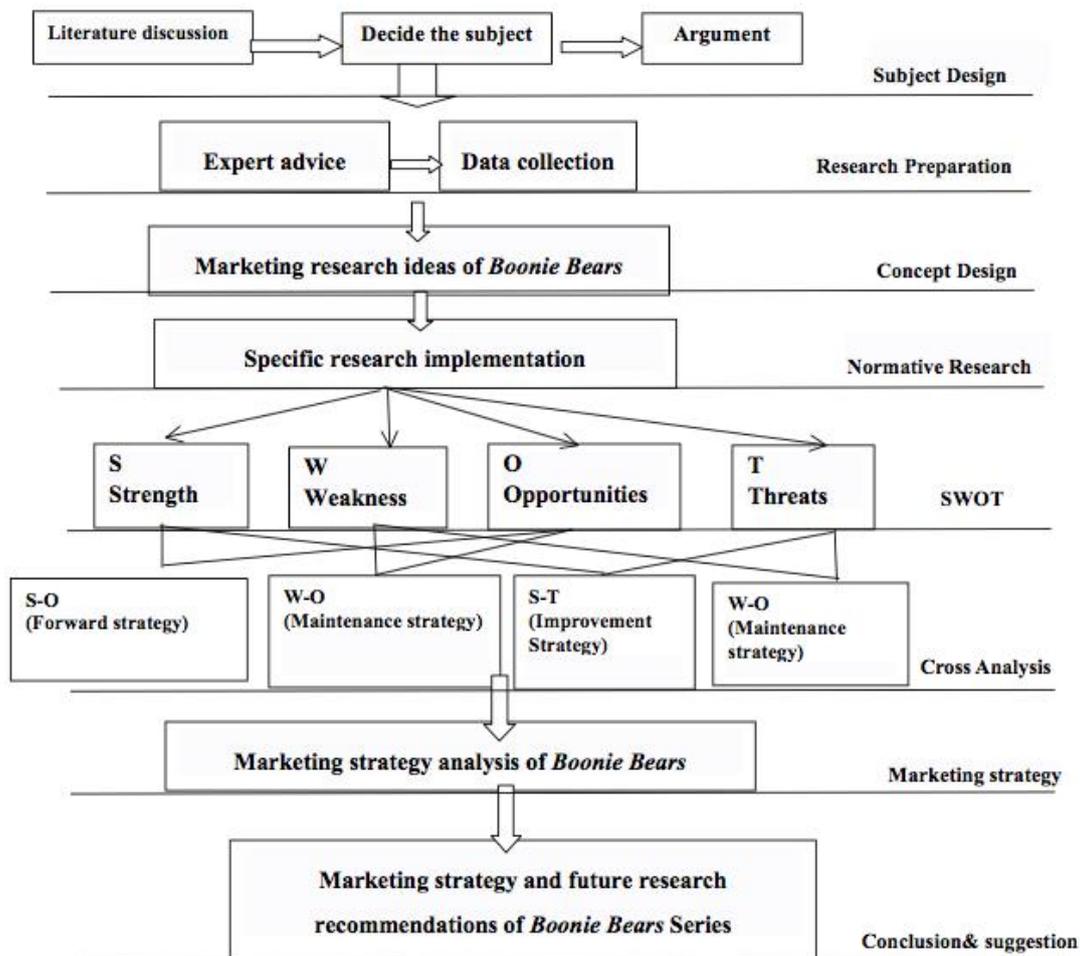


Figure 1 Research Structure of *Boonie Bears*

### 4. The Research Results and Discussion

The series of animation *Boonie Bears* has become a relatively successful animation work in China. Its success is caused by many factors, but it cannot be ignored that the effective implementation of its marketing strategy has extraordinary significance for the promotion and dissemination of product. Based on the 4P and 8P theory of marketing strategy as well as SWOT and cross-analysis, to analyze and summarize the marketing strategy of the series animation of *Boonie Bears*, and the marketing strategy of the series animation of *Boonie Bears* and related peripheral products is summarized, showed as Table 3.

### 4.1. SWOT Strategy Analysis

With Kotler’s 4P theory<sup>[7]</sup>, Dai 8P theory<sup>[8]</sup>, combined with SWOT strategy analysis, we can see that the marketing strategy of the Boonie Bears series is mainly reflected in the following aspects:

Table 3 SWOT Strategy Analysis Table for Boonie Bears

		S (strength)	W (weakness)
		S1. Product: The products are diverse and well received by the audience. S2. Price: The prices range from low to high to meet different consumer groups. S3. Place: There are TV, network, mobile phone, newspaper and other channels.	W1. Personal selling: Some sales staff is temporarily hired and have great circulation. W2. Physical environment: The lack of guidance on the scene is easy to cause chaos. W3. Process: The service process and action line are not clear.
O (opportunity)	O1. A huge demand for the animation market. O2. National animation boutique support funds and policies. O3. The flourishing development of cultural and creative Industries.	S-O (forward strategy) S1 O1: Enhance product market sales through a huge market. S1 O2: Strive for more national policy support and financial support, and build key animation projects, which benefits building and promotion of brands. S1 O3: Develop more cultural and creative commodities to expand market share. S2 O1: Conducive to the market demand of different consumer groups. S3 O3: Promote cultural and creative goods through different channels.	W-O (maintenance strategy) W1 O1: Enhance the level of sales staff and increase sales performance through professional staff training. W2 O3: Improve the order of the site and enhance product display effect through standardized management.
T (threats)	T1. Other domestic animation products continue to compete fiercely. T2. Foreign animation products continue to enter the Chinese market.	S-T (improvement strategy) S1 T1: Maintain the innovation and continue to accumulate. S1 T2: Excavate universal value works and expand the international market. S2 T1: Maintain price advantage and continuously improve product quality.	T-W (withdrawal strategy) W1 T1: Maintain the existing market share, and optimize the quality of sales staff, forming sales with quality. W2 T1: Improve management capabilities and create a good on-site environment.

(Organized in this Research)

The internal environment is characterized by three Ss (strength): S1.product: products are diverse and well received by the audience; S2.price: the prices range from low to high to meet different consumer groups; S3.place: there are TV, network, mobile phone, newspaper and other channels. W weakness (weakness) has three, W1.personal selling: some sales staff is temporarily hired and have great circulation; W2.physical environment: the lack of guidance on the scene is easy to cause chaos; W3.process: the service process and action line is not clear.

The external environment is that O (opportunity) has the following three aspects: a huge animation market demand, national animation boutique support funds and policies, and the flourishing development of cultural and creative industries. In 2006, China’s animation industry total value is RMB 14.075 billion Yuan, breaking through 120 billion in 2015, which achieves 10 times growth in ten years<sup>[13]</sup>. In 2013, the box office revenue of China’s animation movie reached RMB 1.59 billion Yuan. Threats T (threats) mainly come from home and abroad, and other domestic animation products continue to compete fiercely, and foreign animation products continue to enter the Chinese market. In the past five years, the revenue of the animated film market in Japan has remained at around \$ 400 million to \$ 600 million, accounting for 24%-35% of the Japanese box office market. It is the country with the highest proportion of global animation-type movies in the film market.

#### 4.2. SWOT Cross Analysis

SWOT cross-analysis is mainly based on SWOT's internal and external environment. It includes four common strategies: S-O growth strategy, S-T diversification strategy, W-O reversal strategy and T-W defensive strategy. Each strategy corresponds to different development ideas. The cross-analysis is shown in Table 3.

S-O growth strategy is also known as the forward strategy, S1 O1: enhance product market sales through a huge market;

S1 O2: strive for more national policy support and financial support, and build key animation projects, which benefits building and promotion of brands;

S1 O3: develop more cultural and creative commodities to expand market share;

S2 O1: conducive to the market demand of different consumer groups;

S3 O3: promote cultural and creative commodities through different channels.

S-T diversification strategy, also known as improvement strategy, S1 T1: maintain the innovation and continue to accumulate;

S1 T2: excavate universal value works and expand the international market;

S2 T1: maintain price advantage and constantly improve product quality.

W-O reversal strategy is also known as maintenance strategy. W1 O1: enhance the level of sales staff and increase sales performance through professional staff training;

W2 O3: improve the order of the site and enhance product display effect through standardized management.

T-W defensive strategy, also known as withdrawal strategy, W1 T1: maintain the existing market share, and optimize the quality of sales staff, forming sales with quality;

W2 T1: improve management capabilities and create a good on-site environment.

#### 5. Conclusion

According to the above analysis, the brand image of the Boonie Bears series of animations has gradually formed, and in the future, the marketing ideas can be considered from the following aspects:

- (1) Enhance the innovation of original works, continue to strengthen the audience's adhesion, recognition and preference with high creativity, and use good works to increase market share;
- (2) Strive for more countries' policy support and financial support, build domestic key animation projects, and expand the channels for product marketing;
- (3) Develop more cultural and creative commodities and form a cross-interaction between star products and the latest products, which not only stabilizes existed audiences but also attracts new consumer groups;
- (4) Strengthen professional training and management capabilities to create a good on-site experience and enhance sales performance.

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