

**Topic**

A successful intellectual property product: LinaBell—A big star in Shanghai Disneyland

**Theory**

The 7 Ps of the Marketing Mix

**Keywords**

LinaBell; IP (intellectual property); Shanghai Disneyland

**Background information**

The COVID-19 pandemic continues to appear from time to time globally expansive and has caused considerable losses to large theme resorts. According to the comparison of the first quarter earnings for fiscal 2021 and the last quarter earnings for fiscal 2019 of The Walt Disney Company (Business wire, 2021), the revenues of Disney parks, experiences, and products have declined by about 53 percent. They have a loss of 199 million US dollars. Since the sales of the ticket, merchandise, and accommodation have accounted for profitable revenue for Shanghai Disneyland, it is a challenge for Shanghai Disneyland to continually attract local consumers and stimulate them to more consumption during the restriction of international travel and strict epidemic prevention policy in China. Under this situation, 'LinaBell,' the newest character, debuted in Shanghai Disneyland on 29 September 2021.

**Marketing Strategy**

Behind the debut of LinaBell, it can be seen as a comprehensive marketing plan, and the following discussion will explain from the perspective of the 7 Ps of the marketing mix. 'LinaBell,' Disney's IP product with a value-based price, has a cute and attractive appearance and has first introduced by Shanghai Disney. This character has benefited from the branding effect of Disneyland's character, which leads to significant attention from loyal customers before the sale. The introduction videos of LinaBell produced by Disney, the well-designed opening shows in Shanghai Disneyland, and LinaBell's interaction with the audience of all parts of the product make this character alive. Additionally, with the spread of short videos of LinaBell's interaction with audiences and the introductions of LinaBell from Key Opinion Leaders and stars on China's popular social media, including the Little Red book, Weibo, TikTok, and WeChat official accounts, it has quickly attracted young generations' attentions. Besides, for tourists, LinaBell's merchandise and souvenir as physical evidence have specific symbolic values associated with the tourist experience of Disneyland and unique meaningfulness (Wei, 2018). Shanghai Disney has used an 'Online lottery + Offline purchase' selling mode for LinaBell's merchandise and souvenir to increase the number of visitors and control the merchandise and souvenir sales.

**Outcomes**

LinaBell has become the most profitable IP product and has a continuous attraction for tourists. The popularity of LinaBell has caused the increasing price of Disney early cards, Disney hotels, and LinaBell's merchandise and souvenir (Tan, 2021). Since the hashtag of LinaBell attracted more than 610 million views within three months on Weibo, which is China's biggest microblogging site (Dao, 2018), and the short videos featuring the character of LinaBell have over 350 million views in China's TikTok (HSBC, 2021), LinaBell is popular in China. Thus, the new IP product has achieved enormous success in Shanghai Disneyland.

## 案例名称

一个成功的 IP ——上海迪士尼乐园的大明星玲娜贝尔

## 理论依据

7P 理论

## 关键词

玲娜贝尔；IP（知识产权）；上海迪士尼乐园

## 背景资料

COVID-19 疫情持续在全球范围内流行，给大型主题度假区带来了巨大的损失。根据对华特迪士尼公司 2021 财年第一季度收益与 2019 财年最后一个季度收益的比较，迪士尼公司（Business wire, 2021），迪士尼公园、体验和产品的收入下降了约 53%，损失了 1.99 亿美元。

由于门票、商品和住宿的销售已占上海迪士尼乐园的盈利收入，在限制国际旅行和严格的防疫政策的情况下，上海迪士尼乐园如何继续吸引本地消费者并刺激他们更多的消费是一个挑战。在这种情况下，“LinaBell”中文名玲娜贝尔，一个最新的迪士尼 IP 已于 2021 年 9 月 29 日在上海迪士尼乐园首次亮相。

## 营销策划

在玲娜贝尔首次亮相的背后，可以看到一个全面的营销计划，下面的讨论将从营销组合的 7P 角度来解释。LinaBell，作为迪斯尼的 IP 产品，以价值为基础的价格，有一个可爱和有吸引力的外观，并由上海迪斯尼首次推出。这个角色得益于迪斯尼乐园角色的品牌效应，在销售前就引起了忠实顾客的高度关注。迪斯尼制作玲娜贝尔的介绍视频，上海迪斯尼乐园精心设计的开幕式表演，以及她与观众的互动，都是产品的组成部分，使这个角色变得生动。随着小红书、微博、TikTok 和微信官方账号等中国热门社交媒体上传播的莉娜贝尔与观众互动的短视频以及关键意见领袖和明星对莉娜贝尔的介绍，迅速吸引了年轻一代的关注。

此外，对于游客来说，LinaBell 的商品和纪念品作为实物证据，具有与迪士尼乐园的旅游体验相关的特定符号价值和独特的意义（魏，2018）。上海迪士尼对 LinaBell 的商品和纪念品采用了“线上抽奖+线下购买”的销售模式，以增加游客数量，同时控制商品和纪念品的销售。

## 成果

LinaBell 已经成为最赚钱的 IP 产品，对游客有持续的吸引力。对游客有持续的吸引力。LinaBell 的受欢迎程度导致迪斯尼早期卡、迪斯尼酒店和 LinaBell 的价格上升。早期卡、迪斯尼酒店和 LinaBell 的商品和纪念品的价格不断上涨（Tan, 2021）。自从 LinaBell 的标签在三个月内吸引了超过 6.1 亿的浏览量。由于 LinaBell 的标签在三个月内在最大的微博网站上吸引了超过 6.1 亿的浏览量（Dao, 2018），而且以 LinaBell 为主题的短视频在中国的 TikTok 上，以 LinaBell 为主角的短视频有超过 3.5 亿次观看。（汇丰银行，2021），LinaBell 在中国很受欢迎。因此，这个新的 IP 产品在上海迪士尼乐园取得了成功，因此，新的 IP 产品在上海迪斯尼乐园取得了巨大的成功。