

Analysis on the Crossover Marketing Strategies of the Palace Museum from the Perspective of Co-Creation Experiences

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Abstract. In the era of e-commerce, consumers have more abundant and convenient choices. Only by providing more value to consumers can enterprises win the market. Because crossover marketing can increase brand value and enrich brand connotation, it has become a new trend for enterprises to develop marketing cooperation. However, the fact is that there are not many related studies on crossover marketing. This paper studied the crossover marketing strategies applied by the Palace Museum and, from the perspective of co-creation experiences, analyzed the strategies in three aspects: information experiences, entertainment experiences and relationship experiences, aiming at obtaining certain inspirations to provide guidance and references for enterprise practices.

Introduction

Due to the popularity of e-commerce and the formation of global market, it is more convenient for customers to make more choices, which in turn leading to the upgrading of marketing strategies of various brands. Hence, crossover marketing has become a new marketing method favored by industries. Meanwhile, in China, there are two significant changes taken place in the current marketing environment. First, the overall dissemination environment has changed. Internet-based communications media has replaced traditional media as the main channel of marketing promotion. Second, consumers have changed. New generations, namely, the post-90s generation, have become the main consumer groups. They have strong self-consciousness and they are seeking for being personalized. They not only pay a close attention on the use value of the products, they also attach great importance to the symbolic value. Therefore, it is becoming a option for enterprises to develop new identities for their brands through crossover marketing and endow the brands with more symbolic meanings. In addition, in the process of applying the crossover marketing, it is very common that enterprises actively interact with customers via social media and get customers involved in the design of products or brands. Such co-operation activities can increase customer value and enhance brand competitiveness. Hence, combined with relevant theories of value co-creation, this paper aims at revealing the regular characteristics of crossover marketing and practical inspirations from that through the in-depth analysis on the case of typical cultural and creative products of the Palace Museum.

Review of Relevant Researches

Crossover Marketing. The word *Crossover* is derived from the basketball game. It is firstly used by Puma CEO Jochen Zeitz in 1999 to propose the concept of “cross-border collaboration”. Besides there are similar concepts: Symbolic Marketing, Cooperative Marketing, and Co-Marketing Alliance, etc.. Those concepts mentioned emphasize on resources integration, complementary advantages and cooperation on the enterprises’ side for the purpose of those concepts is to enhance the competitiveness of enterprises. Different from those concepts, crossover marketing focuses on marketing cooperation which is based on the common characteristics of consumers on the side of consumers.

At present, there are not many studies on crossover marketing. Liu Wen (2009) believed that crossover marketing is a marketing method focusing on consumers' self-concept and lifestyle. Su Hua (2010) suggested that crossover marketing is a new marketing method which is based on the common consumption characteristics of consumers in different industries, integrating unrelated elements. Huang Jiatao (2016) proposed that crossover marketing is a cross-industry cooperation on the basis of the consumption link. His studies (2017) indicated that a crossover marketing based on brand cooperation of different industries can enrich the connotation of brand, enhance the brand value and competitiveness, and benefit both sides. Liu Meng and Fang Aihua (2018) put forward that crossover marketing refers to a cooperative relationship between non-competitive enterprises or brands, based on common user experience, to achieve marketing synergy and brand superposition effect.

To sum up, crossover marketing may refer to the marketing cooperation between two non-related enterprises or brands, aiming at the common characteristics of target consumers. Its connotation is to jump out of the industry and seek marketing cooperation. Its purpose is to establish a more rich and three-dimensional brand image through the mutual authentication and interpretation of different brands, shaping new consumption experiences and gaining recognition and favor of customers.

Co-creation Experiences. According to the experience economy theories, customers are not only passive recipients of value, but also participants in the process of value creation. Prahalad (2004) proposed that co-creation experiences is the basis of co-creation of value, enterprises must pay great attention to the qualities of co-creation experiences. Nambisan (2008) regarded co-creation experiences as a psychological state of users brought by co-creation interactive system, and divided co-creation experiences into practicality, sociability, usability and enjoyment.

Huang Jiatao (2017) believed that the essence of co-creation is interaction. Through the interaction, unique personalized experiences can be created and value creation of all parties involved can be realized. He also put the co-creation experiences into three groups: information experiences, relationship experiences and entertainment experiences.

This paper argues that the co-creation experiences are emotional state that customers could feel through the interaction with enterprises. This state itself is considered as a kind of customer value. This paper agrees that the co-creation experiences are divided as information experiences, relationship experiences and entertainment experiences.

Case Analysis

Introduction on Culture and Creation Products of the Palace Museum. The Palace Museum is a cultural and creative brand created by the Imperial City. Relying on the historical and cultural relics of the Imperial City, it develops a series of cultural and creative products with palace heritage, times and practicality. The flagship store of Tmall and Taobao shop of the Palace Museum are the main e-commerce sales platforms for the products. The flagship store opened in 2016, with 2.76 million followers so far. The Taobao shop, opened in 2008, boasted 4.59 million fans. Data showed that the cultural and creative revenue of the Palace Museum reached 1 billion RMB in 2016 and 1.5 billion RMB in 2017.

Given the current condition of China, the protection of intellectual property rights has been increasingly strict, that is, creating a classic IP is no less than exploring a "rich cultural mine". Relying on the rich collection of cultural relics, the Palace Museum actively incubates IP with "the Palace Museum"-elements, and achieves brand operation through the crossover cooperation. Furthermore, attracting the new generations of customers by applying the co-creation experiences is another reason contributed to the success of cultural innovation of the Palace Museum. Because of its stiff and serious images of the traditional values, the Palace Museum keeps a vast number of young consumers away. To overcome this problem, the Palace Museum creates a large number of pictures, gifts, words and short passages in a palace style with the traits of being "soft, adorable and cheap" as gimmicks to soften the Imperial Palace, entertain the public, and actively interact with the young customers, aiming at guiding the public to spontaneously inherit the traditional culture and realize the common value successfully, and achieving the goal of promoting the cultural and

creative products of the Palace Of Museum. According to an analysis of micro index of the palace museum, the age group with the largest consumption is 25-34 years old, followed by 19-24 years old people who advocate literature, art and personality.

Crossover Marketing Strategies Based on Co-Creation Experiences.

Information Experiences --- Establishing the Brand of the Palace Museum. Information experiences are experiences that customers can obtain from cognitive information related to products or brands. It is crucial for customers' consumption experiences to convey related characteristics and values of products or brands to them. The Palace Museum has been effective in improving the information experiences through extensive media promotion and crossover cooperation. In 2018, the Imperial City cooperated with KFC to launch a campaign of building "national treasure"-themed restaurants in 18 cities. For example, as a theme restaurant of "Crown of Queen Xiaoduan with Nine Phoenix and Dragons", KFC in Beijing presented the national treasure in a form of window pattern and wall modeling, introducing comprehensively the traditional techniques of crafting the crown. It was through the crossover marketing strategies to stimulate young consumers to notice, love and inherit Chinese traditional culture. In the documentary "the Restoration of Relics in the Imperial City", the full demonstration on the "ingenuity" and persistence of the Imperial City impressed customers with a conviction that the Palace Museum means excellent qualities, unconsciously establishing the brand of the Palace Museum and laying a good foundation for the promotion of cultural and creative products of the Palace Museum.

Entertainment Experiences --- Building Brand Identities. Entertainment experiences are pleasure and excitement experienced by customers. Entertainment experiences represent an emotional value acquired by customers and affect customers' brand preferences. Searching for the Palace Museum on WeChat, Weibo or Douyin, people can see all kinds of staff published by the Palace Museum team, together with creative copywriting, which attract internet users to read, to share and to spread spontaneously. In 2014, Paintings of Amusement of Emperor Yongzheng accompanied by fun illustrations were widely posted in Moments and occupied social media. The network expressions such as "Yongzheng Playing Cuteness", "Aobai's Finger Heart" and "Palace Maid's Victory Sign" gave the brand of the Palace Museum new personality traits of being "girly, cute and cheeky", dispelling the serious history and rigid characters, breaking the previous serious and solemn stereotypes, and reconstructing a younger, socialized and recreational brand image, which closed the distance between customers and the Imperial Palace. In addition, the images are not only reflected on the cultural and creational products playing "cuteness", but also on the communication with customers in a funny way. The personified brand images break through the communication barrier between objects and people, and create a conversational communication, which is more suitable for the young people to experience.

Relationship Experiences --- Incorporating Social Values. Relationship experiences are social experiences acquired by customers through interaction, which reflects the social belongings of customers. If enterprises actively interact with customers and listen to them, it helps to design and improve the products or brands. And in turn, customers could acquire a sense of identity and value through the co-creation experiences.

The Palace Museum often interacts with customers via Taobao shop to know their needs and get their suggestions, keeping the relationship with customers and maintaining their loyalty. When an article "If One Day the Forbidden City Produces Lipsticks" occupied the social media, the Palace Museum jumped into the cosmetic industries in response to the demand of customers. With respect to the accumulated "authentication", the lipsticks of the Palace Museum quickly became "hot style" upon its launching. Many female customers do not come for the lipsticks themselves but to pursue their social value. They considered it as a psychological symbol to satisfy their needs of self-display and get a social approval from others.

Inspirations on the Crossover Marketing of the Palace Museum

Community Interaction: Digging out Potential Hot- Style Products. In the increasingly fierce competition environment, once the products are not welcomed by the market, enterprises will suffer a great loss. Even if enterprises could make an adjustment in accordance with the user feedback, it is very likely that they will lose the first opportunity to occupy the market. As a result, traditional user feedback is no longer adaptable to the rapidly changing market. It is better for enterprises to establish their own brand communities, keep the communication channel open, listen to the internet users widely, and stimulate their fans to participate in the brand interaction. In addition, users can get involved in the design of products or brands by means of submission or voting. Enterprises can dig out interactive information from the brand communities, and create potential hot-style products. Based on all the measurements mentioned above, enterprises could monetize the enormous flow out of the internet.

Concept of Crossover Marketing: Interpreting Customer Personalities from the Perspective of Brand. Crossover marketing is a marketing cooperation developed from the general characteristics of consumers. Because of the complex personalities of people, a single brand could not cover all the characteristics, it is reasonable for enterprises to explore new brand identities via crossover cooperation. Therefore, all the parties, having an identical or overlapping target market, involved should develop new brand identities, which can interpret the target consumers, to represent the target consumers' values and their way of life. Only in this way can stimulate brand emotional resonance to win the recognition and loyalty from the customers. Ultimately, enterprises could cope with challenges from the fierce market competition with the increasing stickiness from the customers and their penetration into the market.

Exploration Mode: Jointly Promoting Operation of IP. As an intelligent product, IP has certain cultural connotation and good malleability. By integrating with other products or brands and endowing them with cultural connotation and symbolic meaning, IP can produce consumption experiences, which are different from other products or brands, to the customers. Based on the super IP of the Palace Museum, the Palace Museum has successfully created a series of cultural and creative products, cooperating with high-quality partners in different industries, through sharing resources and empowering the brands. From this success, it is clear that enterprises should take the initiative to develop or search for appropriate IP to give the brand rich and cultural connotations. In addition, enterprises can subdivide the market given the condition of consumer preference, regional culture and income level, etc., so they can produce different products to satisfy customers' differentiated demands.

Summary

Crossover marketing is an opportunity; crossover marketing is a challenge, too. The content and form of the crossover marketing should be unique with rich connotations. With that brands can stand out from the messy market. The cultural and creative products have brought substantial wealth to the Palace Museum because of the implementation of the crossover marketing strategies based on the Co-Creation Experiences. However, the crossover marketing strategies still faces many problems, such as the rapid and changeable market, the immaturity of the marketing mode and the complexity of consumption, all of which will affect the effect of applying the crossover marketing strategies. Therefore, in the process of implementing crossover marketing strategies, enterprises should make efforts to carry out in-depth development and cooperation with other brands instead of jointly promotion in low level or authorization. It is better for them to find new ideas and new methods to upgrade the brand connotations, and ultimately improve customers' experiences and increase their value.

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