

The Impact of Cross-border Linkage of Multiple Business Innovation Paths under the Internet Environment -- Based on the Research on the Linkage Activities of Wanda Group

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Abstract: With the increasing competition in the market environment and the diversification of consumer demands, traditional enterprises are constantly adjusting and developing their organizational capabilities in the process of mobile interconnection to adapt to the increasingly complex and dynamic market environment. At the same time, more and more companies are seeking cross-border cooperation in order to achieve marketing effects of resource sharing and complementary advantages. In the process of cross-border linkage, how to maximize the advantages of linkage and maximize activity benefits is a problem that every enterprise needs to analyze and study. The linkage between Wanda Group and the IP Submarine Brigade is a typical case. This article studies the example of Wanda Group's linkage IP activities, conducts field research on cross-border linkage for innovation in multiple business paths, and verifies the positive effects of this relationship through simple verification. The results show that the diversity of linkage activities will significantly improve the commercial value brought by linkage, and customers will be more willing to contribute more consumption to the linkage activities of multiple business paths. By constructing a theoretical model that includes cross-border marketing, dynamic capabilities and conditional variables, and using the case analysis method, this paper attempts to conduct field research on cross-border linkage for multiple business path innovation and verify the positive effect of this relationship, so as to provide a possible method for walking out of the dilemma of traditional business models under the mobile Internet environment.

Keywords: Cross border marketing, enterprise linkage, brand cooperation, market strategy, multiple business paths

1. Introduction

Many studies have pointed out that cross-border collaboration has shifted from being centered around a single product or field to being centered around diverse collaborative solutions and activities. This diverse experience is formed through purposeful interaction between enterprises, collaborative IPs, and customers. Therefore, this study will focus on the cooperation case with Wanda Group's linkage with the well-known overseas children's IP - Undersea Column - as an example. Through business model analysis, consumer behavior surveys and marketing effect evaluations, this study examines the

role of positioning in cross-border marketing and its impact on enterprise earnings, providing a way to maximize cross-border linkage advantages in the mobile Internet environment.

2. Theoretical Basis and Research Hypotheses

2.1. Cross Border Linkage

The term “cross-border” was first proposed as a creative technique in the field of art, which involves the integration of different disciplines to achieve innovative goals [1]. Later, this term was applied to the field of marketing cooperation, giving rise to the concept of cross-border marketing. Cross-border marketing, as an emerging marketing approach, tells the story of how companies from different industries can utilize their respective advantages for marketing cooperation, and how to achieve mutual fit during the cooperation process. Its core lies in the integration of resources through cross-border cooperation between two or more brands, achieving a synergistic effect of “1+1>2”. Therefore, with the development of the Internet. The two-way penetration between traditional industries and mobile Internet deduces new business cross-border, and cross-border integration and docking of mobile Internet has become the future upgrading direction of traditional industries.

2.2. Multiple Avenues for Business Innovation

The definition of business model innovation is the process of creating, modifying, or defining the basic structure and components of a business model to create new value propositions, capture new market opportunities, and gain competitive advantages [2]. Traditional business models typically consist of various elements, such as target customer groups, value propositions, distribution channels, revenue streams, key activities, resources, and cost structures. Business model innovation challenges existing assumptions, norms, and industry conventions, exploring new growth and profitability pathways. In today's rapidly changing business environment, business model innovation is crucial. Especially when facing digital innovation, disruptive technologies, and constantly changing customer expectations, it can help businesses adjust, maintain relevance, and seize new opportunities. Successful business model innovation can enhance competitiveness, increase market share, improve profitability, and achieve sustainable growth.

2.3. Co-creation Experience

Value co-creation experience refers to the theory proposed by management guru Prahalad et al. in the early 21st century that the future competition of enterprises will rely on a new value creation method centered on individuals and jointly created by consumers and enterprises [3]. The traditional view of value creation holds that value is created by enterprises and transmitted to the general public through exchange. Consumers are not creators of value, but users or consumers of value. With changes in the environment, the role of consumers has undergone a significant transformation. Consumers are no longer passive buyers, but have become active participants [4]. The active participation of consumers in the research and development, design, and production of enterprises, as well as the contribution of their knowledge and skills in the consumption field to create better, all indicate that value does not only come from producers, but is built on the basis of consumer participation, that is, from the joint creation of consumers, enterprises, or other relevant stakeholders, and value is ultimately determined by consumers.

2.4. Linkage Marketing Behavior Structure

Wanda Group was founded in 1988 and has developed into a large enterprise group mainly focused on the modern service industry. Among them, the commercial center, film and television, sports,

children's industry, etc. are in a leading position in the world industry. The Octonauts is an animation produced by Silvergate, a British company that signed a friendly contract with Russia's Happy Ball. In the cross-border case of "The Octonauts X Wanda Group", the Octonauts IP is positioned as an innovator in the field of early childhood education IP, while Wanda is positioned as one of the leaders in China's modern service industry. Both parties cooperate based on their respective brand positioning in terms of products, channels, marketing, and other aspects. In terms of products, the Octonauts IP is responsible for providing copyright IP authorization for linkage activities, and endorsement of anime images and quality, while Wanda provides various commercial paths covered by its Wanda Plaza. In terms of channels, the joint activities are mainly sold through the online and offline channels of Wanda Plaza, a subsidiary of Wanda Group. With the help of Wanda Plaza's nationwide network, the rapid expansion of the joint activities has been achieved. In terms of marketing, both parties have jointly carried out a series of marketing activities, including establishing themed early childhood education facilities, children's playgrounds, social media interaction, IP toy production, etc., effectively enhancing the exposure and topicality of the joint activities. This article takes the example of Wanda Group's linkage with the IP underwater small column, summarizes and analyzes the linkage marketing logic, and explains it as follows: Wanda Group will find various IPs as native points and launch various marketing activities through its large mall, Wanda Plaza. Through IP linkage, various activities will be carried out offline.

3. Methodology

3.1. Research Model

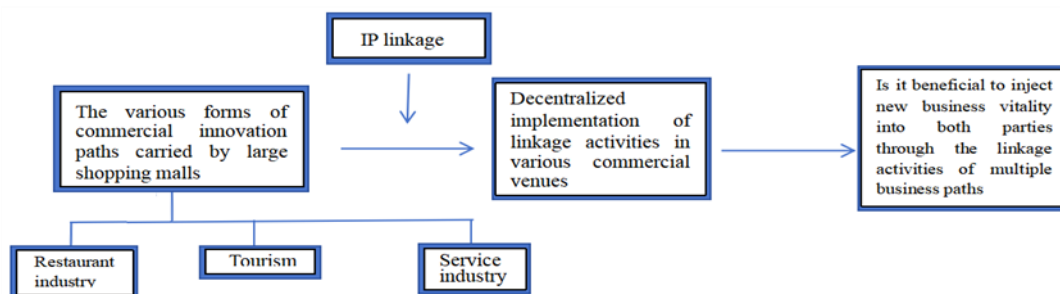


Figure 1: Wanda-The Octonauts Analysis model of linkage activities

Analyze previous model in Figure 1: Independent variable: initiator and invitee of cross-border marketing. Cross-border marketing refers to a marketing strategy in which different industries and brands collaborate deeply to jointly launch new products or services to meet the diverse needs of consumers. In this study, the initiator and invitee of cross-border marketing are the key factors driving changes in corporate revenue as independent variables. Intermediate variable: dynamic capability. Dynamic capability refers to the ability of an enterprise to respond to market changes and gain a competitive advantage by integrating, constructing, and reconfiguring internal and external resources in a rapidly changing market environment [5]. In cross-border marketing, dynamic capability serves as an intermediary variable that affects the efficiency of enterprise resource integration, market response speed, and innovation capability, thereby indirectly affecting enterprise revenue. In this study, dominance in cross-border marketing serves as a mediating variable, positively promoting sales growth and market share of brand alliances [6]. Conditional variables: Considering the differences in the number of business paths among different enterprises, this study introduces conditional variables to more comprehensively analyze the effectiveness of cross-border marketing. Conditional variables may include enterprise size, brand awareness, market positioning, etc. However, given the particularity of the research case, this report will focus on the number of business paths of

the enterprise as a conditional variable to explore its moderating effect on cross-border marketing effectiveness [7]. Dependent variable: Enterprise revenue, as the ultimate dependent variable of this study, is an important indicator for measuring the effectiveness of cross-border marketing. By comparing the changes in enterprise revenue before and after cross-border marketing, the effectiveness of cross-border marketing can be intuitively reflected.

3.2. Research Hypothesis

This study adopts an empirical research method, taking the cross-border cooperation between the Haide Small Brigade IP and Wanda Group as a specific case, to deeply analyze the impact of multiple business paths participating in linkage on revenue in the cross-border marketing process.

In the context of this article, the research hypothesis is:

- H1: In cross-border marketing, compared to a single business path, multiple business paths can significantly enhance the awareness of the target market and result in significantly higher profits for the enterprise in the process of influencing the effectiveness of cross-border marketing.
- H2: In cross-border marketing, the linkage of multiple business paths dominates, and in the process of influencing the effectiveness of cross-border marketing, the dominant role plays an intermediary role. The greater the dominant power, the more positively it promotes the sales growth and market share of brand alliances, resulting in stronger profitability and greater profits for the enterprise.
- H3: The business path, as a conditional variable, has a moderating effect on the effectiveness of cross-border marketing.

3.3. Research Design

This study conducted a questionnaire survey on customers who have learned about or experienced Wanda IP linkage activities, mainly targeting children's parents from various regions. To reduce the impact of common method bias on the relationships between variables, the following control methods were used in this study: (1) the data was collected in three stages with a two-week interval between each two stages; (2) anonymous responses were used to reduce the personal bias tendency of respondents; (3) Not indicating the variable names in the questionnaire, concealing the research purpose and meaning of the questions, to ensure that respondents answer questions based on their personal feelings; (4) This study set up some reverse questions to avoid respondents' lack of seriousness and potential consistency motivation.

3.3.1. Reliability and Validity Testing

25 samples were randomly selected for this validation study, as shown in Table 1.

Table 1: Sample data (in thousands of yuan)

No.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Linkage consumption intention	0.9	1.1	3.5	0.4	0.2	1.5	3.7	1.8	2.0	1.6	0.2	0.6	0.7	0.3	1.3	2.5	1.6	1.2	3.5	2.4	1.8	0.9	0.5	1.6	2.5
Actual linkage consumption	1.5	1.6	4.2	0.7	0.5	1.6	2.5	2.4	2.5	1.9	1	0.8	0.9	0.6	1.5	3.5	1.8	1.6	4	2.6	2	0.8	0.6	2.8	2.5
Accumulated consumption on this IP this year	2	3.5	5	1.5	1	2	3.5	3	3	3.5	1.5	1	1	1	1.5	4	2.3	2	5.5	2.6	2	1	0.6	3	2.6
Number of consumer activities	5	3	4	2	4	5	3	2	3	3	5	1	4	3	4	5	2	3	5	2	3	2	1	3	4

3.3.2. Hypothesis Test

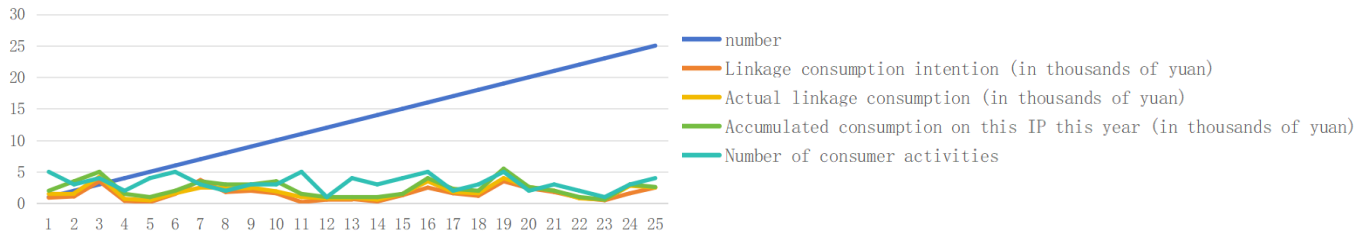


Figure 2: Hypothesis testing model

Table 2: Regression test

OUTPUT						
Regression Statistics						
Multiple R		0.093782479				
R Square		0.008795153				
Adjusted R Square		-0.03430071				
Standard Error		7.484959704				
Observations		25				
Analysis of variance						
	df	SS	MS	F	Significance F	
Regression	1	11.43369932	11.43369932	0.204083472	0.655676133	
Residual	23	1288.566301	56.02462177			
Total	24	1300				
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper95%
Intercept	11.97564752	2.717075399	4.40755068	0.000203855	6.35494882	17.59634622
X Variable 1	0.668637387	1.480085281	0.451755987	0.655676133	-2.393152294	3.730427069

According to Table 2 sample data and Figure 2 in the Hypothesis testing model, it can be seen that there is a significant positive correlation between the number of consumption activities and the willingness to engage in consumption linkage, which has been shown in Table 2. This has been validated through regression analysis in the regression test. And according to Figure 2, the number of visible consumption activities in the hypothesis testing model is positively correlated with actual linked consumption, therefore h1 can be established. According to Table 2, the regression analysis in regression tests and validation in t-stat show that the number of consumption activities can significantly drive actual sales revenue, thus occupying a dominant position in the entire linkage. The larger this dominant position, the more actual linkage consumption and cumulative consumption throughout the year. Therefore, it can be inferred that the expansion of dominant power has driven sales growth and corporate profits. Thus, h2 can be established. Table 2 shows the number of consumer activities. Regression test exists as a conditional variable to replace the business path. The regression test's graphical curve indeed plays a significant regulatory role, therefore h3 holds true. Through data analysis to verify the above hypothesis, the positive correlation between consumption intention and the number of consumption activities presented in Figure 2 was combined with regression analysis testing in TBALE. The results showed that:

- H1 establishment: Cross-border marketing involving multiple business paths has significantly increased the company's revenue.
- The establishment of H2: The dominant role played by multiple business paths in mediating the relationship between cross-border marketing and corporate profits.

- H3 partially established: The business path has a certain impact on the effectiveness of cross-border marketing, but it is not a decisive factor.

As verified by research, there is a strong positive correlation between customers' willingness to consume and the linkage activities generated by multiple business paths. This means that compared to traditional single linkage activities, customers will be more willing to contribute more consumption to more, richer, and more comprehensive linkage activities of multiple business paths.

4. Conclusion

Through data analysis to verify the hypothesis, the results show that the dominant role held by multiple business paths plays a significant mediating role between cross-border marketing and corporate profits. Research verification shows that customers' willingness to consume is strongly positively correlated with the linkage activities generated by multiple business paths. This means that compared to traditional single linkage activities, customers will be more willing to contribute more consumption to more, richer, and more comprehensive linkage activities of multiple business paths. This study delves into the impact mechanism of diversity in collaborative activities on business value, starting from customers' willingness to consume. Panel data was generated from 25 survey samples to empirically test the proposed hypotheses that diversity in collaborative activities significantly increases the business value brought by collaboration. This means that compared to traditional single linkage activities, customers will be more willing to contribute more consumption to more, richer, and more comprehensive multi-business path linkage activities. The relevant conclusions have certain theoretical and practical significance. This study only explored the relationship between variables through a simple case study of Wanda Group's linkage, but there are still many factors that have not been taken into account. Furthermore, in terms of empirical evidence, although the moderating effect of customer type on cross-border marketing relationships is not significant, it may be related to the fact that the sample data in this article mainly comes from parents of young children. Cross-border cooperation itself is a strategic arrangement formed in response to environmental changes. In an increasingly competitive environment, there is a greater possibility for enterprises to seek resource complementarity and strategic compatibility to promote cooperation. Therefore, a wider sample size is needed in the future to validate the research conclusions.

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